



Midterm Evaluation of the FOKUS Program Women at Work - Economic Justice for all Uganda (2019- 2021)

KPMG AS

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Contents

Acknowledgements	iv
Abbreviations	v
Executive summary	vi
Key findings and lessons learned	vi
Key recommendations	viii
1. Introduction	1
1.1 Background	1
1.2 Theory of change and results framework	2
1.3 Objective and Scope of the assignment	5
1.4 Limitations	5
2. Approach and methodology	7
2.1 A theory-based evaluation	7
2.2 Diversified sources of information	7
2.3 A participatory and utilization-focused approach	8
2.4 A systematic approach to building the evidence base	9
2.5 Evaluation matrix	10
2.6 Quality assurance	12
3. Evaluation findings	13
3.1 Summary of key findings	13
3.2 Relevance	14
3.3 Effectiveness	23
3.4 Efficiency	32
3.5 Impact	34
3.6 Added value	38
4. Recommendations	40
Annex I. List of consultations	43
Annex II. Overview of the role and function of collaborating organizations	44
Annex III. Document list	50

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The report is the product of its authors, and responsibility for the accuracy of data included in this report rests with the authors. The findings, interpretations, and conclusions presented in this report do not necessarily reflect the views of FOKUS.

¹ The full list of stakeholders interviewed can be found in Annex I

Abbreviations

CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CSO	Civil society organizations
DPO	Disabled persons' organization
EAC	East African Community
ESCR	Economic and Social and Cultural Rights
FGD	Focus group discussions
FGM	Female genital mutilation
FIDA-U	The Uganda Association of Women Lawyers
FOKUS	Forum for Women and Development (Forum for Kvinner og Utviklingsspørsmål)
GBV	Gender-based Violence
ICCPR	International Covenant for Civil and Political Rights
ICESCR	International Convention on Economic, Social and Cultural Rights
ICT	Information and communication technologies
IEC	Information, education, and communication
KII	Key-informant interviews
LG	Local Government
MGLSD	Minister for Gender, Labour and Social Development
MoTIC	Ministry of Trade, Industries and Cooperatives
MOU	Memorandum of Understanding
NAP III	National Action Plan III on Women, Peace, and Security
NAWOU	National Association of Women's Organisations in Uganda
NDP III	The third National Development Plan
Norad	Norwegian Agency for Development Cooperation (Direktoratet for utviklingssamarbeid)
SACCO	Savings and Credit Cooperative Society
SDGs	Sustainable Development Goals
SRHR	Sexual and reproductive health and rights
ToC	Theory of Change
UDHR	Universal Declaration of Human Rights
UMRA	Uganda Microfinance Regulatory Authority
UNBS	Uganda National Bureau of Standards
UWEP	Uganda Women Entrepreneurship Program
VSLA	Village Saving and Loans Association

Executive summary

The purpose of this mid-term evaluation was to assess the implementation of FOKUS' (Forum for Women and Development) Women at Work Program and its progress so far. More specifically, to assess the efficiency, effectiveness, sustainability, and impact of the program. The following report summarizes and presents the main findings from this assessment and provides specific recommendations to FOKUS and the implementing partners for future implementation.

The Women at Work Program 2019-2022 is funded through a Norad (Norwegian Agency for Development Cooperation) framework agreement and implemented by the FOKUS Secretariat, functioning as the coordinating partner, and two implementing organizations in Uganda. The program is also partly implemented in Ethiopia, however the Ethiopian part of the program is not included in the evaluation beyond the document analysis, as this was not part of the Terms of Reference for the assignment. The program seeks to improve the realization of women's economic rights - as producers, workers, and community members. The National Association of Women's Organisations Uganda (NAWOU) and Uganda Association of Women Lawyers (FIDA-U) are the implementing partners of the program in Uganda. NAWOU works with local women's associations in Luwero district, aiming to enhance their coordination, formalize cooperation solutions, improve business literacy and strategies, increase productivity, and improve access to markets. While FIDA-U provides legal aid related to land rights, inheritance, access to justice and economic rights, as well as national advocacy and policy work directed towards both government and the general public.

The evaluation period was from 31 March 2019 – 30 September 2021.

The evaluation team conducted this mid-term evaluation using a mixed-methods approach which combined qualitative and quantitative data collection and analysis techniques. This reliance on a broad range of data sources and a mixed methodology enhanced the integrity of findings through triangulation, strengthening the evidence-based findings and informing recommendations for future implementation. Data collection included:

- A comprehensive desk review of available documentation, relevant external studies, and reports;
- A quantitative analysis of reported results at output and outcome level;
- Semi-structured interviews with key informants; and
- Focus group discussions with program beneficiaries.

Key findings and lessons learned

The program has achieved considerable results in its first two years. The two organizations have provided services to women, women's groups and cooperatives in Luwero District, including training in practical skills and business, awareness raising in the area of women's rights, and indirectly through lobbying and advocacy on behalf of women and their rights. More than 2,500 women have been trained in production, sales, marketing and business creation, more than 30 trainings have been organized on women's economic justice, multiple publications on women's rights and business have been published, and more than 4 million people have been reached through media campaigns on TV, radio and social media.

Exogenous challenges have made achievement of objectives as set out in the results framework difficult. A delayed start to the program meant that NAWOU did not meet any of its output objectives in 2019. The space for civil society in Uganda has been under pressure over a period of time, and annual reports as well as KIIs have described a shrinking space particularly over the past five years. Deeply embedded and discriminatory gender norms and practices remain a challenge for achieving the Women at Work Program's goals. COVID-19 disrupted the program in early 2020, making many of

the program's outcome and output objectives difficult to achieve. At the same time, COVID-19 also spurred modifications to the program, where the program has been more successful (see section 3.3.4. below).

The COVID-19 pandemic has adversely affected women in Uganda. Most obvious is the economic impact of shutting down businesses and markets, and banning travel, which resulted in a sharp rise in un- and under-employment. The effect was particularly hard on women. In addition to economic consequences, the pandemic also brought other indirect effects, such as an increase in gender-based violence (GBV). As a response to this, FOKUS together with FIDA-U and NAWOU agreed to revise the program and include awareness campaigns around gender-based violence (GBV) and legal support to GBV victims, cash and vouchers for vulnerable households, provision of COVID-19 equipment such as masks, as well as documenting the effects of COVID-19 on the social and economic rights of women.

Overall, beneficiaries, stakeholders, and implementing organizations report that appropriate strategies/approaches are currently being employed in the Women at Work Program. In KIIs, stakeholders praised both FIDA-U and NAWOU for their approaches for ensuring women's economic empowerment. It is also apparent that strengthened partnerships and mutually beneficial collaboration has positioned both FIDA-U and NAWOU to address important issues regarding women's economic empowerment that have been raised over time. The close collaboration and participation of government agencies throughout the Women at Work Program demonstrates that programmatic goals and objectives appear to be well-aligned with the national, regional, and local government authorities in Uganda. Stakeholders interviewed also unanimously agreed that the Women at Work Program aligned with the needs, priorities, and policies of Uganda.

Considering the relatively low performance on indicators in the results framework as of the end of Year 2, the program is not on track to deliver the expected results by the end of the program.

Although caused mostly by external factors such as the delayed start and the COVID-19 pandemic, it is unclear if the outputs, outcomes, and impacts as listed in the results framework will be achieved within the original timeframe. In the light of the global pandemic, this is likely to be expected from all stakeholders. Furthermore, the results that have been achieved have met or were below the original budget.

The strong improvement in 2020 compared to 2019 suggests that improved results could have been achieved if the spending had commenced earlier. The development also suggests that performance might remain consistent, moving forward, even if it is not enough to make up for the slow start, considering the full duration of the program.

Although the Theory of Change (ToC) provides an overview of the program's logic and position within the broader scope of FOKUS's objectives and impact, the ToC could be reformulated to be more reflective of the complexity of this work. Throughout this evaluation, both the implementing partners and stakeholders discussed the importance of collaborative partnerships and community buy-in in implementing the program, however these components are noticeably absent from the current ToC. As a network organization, it could be suggested that these partnerships are highlighted in the programmatic logic, demonstrating their importance in implementing the Women at Work Program in the Ugandan context.

Programmatic documents state that the Women at Work Program involves a progressive transformative agenda, however it is suggested that more attention is devoted to ensure that this approach is inclusive of both men and women in the overall organization and targeted programming, since achieving gender equality fundamentally requires a transfer of power from men to women. Several stakeholders and focus group members shared observations around men's lack of support and, in some cases, direct hinderance or sabotage of women's efforts indicating that deeply embedded and discriminatory gender norms and practices remain a challenge for achieving the Women at Work Program's goals. In addition, there are more groups the program could benefit from targeting key populations in a more systematic manner, including women with disabilities and teenage mothers and girls who have dropped out of formal education.

FOKUS is perceived by its two Ugandan counterparts as a supportive and important partner. The power relation between the partners seems to be equal and balanced. All three partners seem satisfied with the cooperation on capacity development. The approach from all partners is based on the needs as they are assessed by NAWOU and FIDA-U, through their experience with the program implementation, as well as observations and analyses in the local communities, and support from FOKUS to adapt to these. It was also reported that the cooperation between NAWOU and FIDA-U has also been significantly strengthened throughout the program period.

Key recommendations

Based on the aforementioned key findings and lessons learned, the following recommendations have been formulated which can be applied to four target areas: ToC and results framework, scaling and continuation, communication, and inclusion.

ToC and Results Framework

- **Restructure the results framework to have more achievable impacts.** It is recommended that the ToC could be improved by including both short- and long- term impact to enhance understanding of where the program aims to go. Therefore, it could be suggested that the program's impact is revisited to provide a more focused/targeted approach that can be continuously adjusted, if flexibility desired, without being too top down. Furthermore, it is suggested that the narrative section of the ToC also includes further reflection on the short- and long- term impact.
- **Work to align the ToC with the results framework.** It is suggested that further work is needed to align the ToC with the results framework. In essence, the evaluation team found that there was a mismatch between the actual activities and what indicators are used to measure programmatic success. Although we acknowledge that this mismatch may be due to donor requirements, we felt that both the ToC and results framework could be vastly improved if they were harmonized and utilized specific outcome indicators which complement the individual components/outputs of project activities. Furthermore, we observed a program that involves collaborative partnerships and the prioritization of local community-identified needs that is being evaluated by broad and sometimes indirect outcome and impact indicators. Therefore, it is suggested that further reflection is made, with relevant actors, pertaining to which activities comprise the program, which targets to include, and how progress is measured in the ToC and the corresponding results framework. It may also be useful for FOKUS to facilitate a collaborative workshop in this regard and conduct an outcome mapping exercise.
- **Ensure that all the good work being done in the Women at Work Program is reflected in the ToC and results framework documents.** It was also observed that the results framework and ToC documents in their current state are not reflective of all programmatic activities, which were reported in the annual reports. In order to ensure that implementing partners are credited for all the progress made, it is recommended that more attention is paid to the results framework to ensure all the good work being done is accurately monitored and recorded. This can also facilitate more accurate reporting of the progress and overall impact in the targeted communities.

Scaling and continuation

- **Consider expanding to other areas of Uganda where the need might be even higher.** Luwero District is close to Kampala and is not situated in the poorest regions of the country. **There are also regions like Karamoja, where there is a great need for women's economic empowerment.** With the experiences gained after working with NGOs in Luwero, FOKUS should consider expanding the program to other regions, ideally based on a needs assessment. However, we acknowledge that there may be challenges in identifying strong NGOs (as was done in Luwero) in these areas.

- **Conduct a new needs assessment given the current context of COVID-19.** This needs assessment could be targeted on whether resources, capacity or focus need to be shifted/adapted to accommodate a post-pandemic context which identifies what is the current post-pandemic context; what are the changing needs/priorities of the community in this transitional period, and do programmatic activities need to adapt or be adjusted to meet these needs.
- **KIIs suggested that further efforts could focus on:** the financial literacy of women, strengthen mentoring and coaching activities to include more beneficiary-led mentorship, continue to develop the SRHR component to address the interlinkages between women's economic empowerment and SRHR issues such as GBV, interpersonal violence, FGM, child marriage and early or unintended pregnancies; disrupted formal education; further capacity building regarding food safety issues and political participation; corporate accountability and Business and Human Rights.
- **Markets are another arena where women's rights are often violated and may be explored for future program activities.** Higher fees, lack of water and sanitation facilities, lighting, security, etc. are difficult issues for women to address alone, as they are often excluded from decision-making arenas, and may be better positioned to improve together.

Communication

- **Institutionalize peer learning among NGOs in their many networks to disseminate lessons learned from FIDA-U and NAWOU throughout the program.** While the program has been quite successful at building capacity in the two partner NGOs, the dissemination of lessons learned within the networks of Ugandan NGOs could be improved. It is likely that FIDA-U and NAWOU have learned lessons that could be transferred to other similar NGOs, working for example in other regions of the country, or on similar topics. FOKUS could achieve a broader impact and enhance their value added to the program by assisting NGO networks such as Uganda Women's Network to setup structured and/or formalized knowledge dissemination processes.
- **Continue to strengthen existing partnerships.** Both FIDA-U and NAWOU shared an extensive network of partners who contribute to the success of the Women at Work Program. It is apparent that strengthened partnerships and mutually beneficial collaboration has positioned both FIDA-U and NAWOU a seat at the table to address important issues regarding women's economic empowerment that have been raised over time. Therefore, it is recommended that implementing partners continue to strengthen these existing partnerships to continue to foster participatory and collaborative approaches to programming, based on community-identified needs. Furthermore, closer communication with other donors would likely have positive effects in terms of harmonization and leveraging synergies. As a general point, the landscape of women's NGOs in Uganda is crowded and complex, and as a funder, FOKUS could potentially benefit from being involved more with other funders as well as larger umbrella organizations such as the Uganda Women's Network to coordinate efforts.
- **Continue close dialogue and communication between the program partners.** All partners agree that the relationships and communication are well-functioning. It will be important as the world moves beyond the COVID-19 pandemic to continue the beneficial impact it has had on the cooperation, as well as the flexibility and adaptability of the program.

Inclusion

- **More authentic and strategic inclusion of men throughout programming.** It may be advisable to specifically target men in the Women at Work Program more systematically, so that selected activities are reflective of men's role in women's economic empowerment, especially since achieving gender equality fundamentally requires a transfer of power from men to women. It is important that the involvement of men is included in women's

empowerment programming and how the program will work to ensure that the authentic empowerment of women can be achieved.

- **Leveraging on the work that has already been done, it is recommended that there is further development on how the program implements special measures to include persons with disabilities.** Are all programmatic activities accessible to persons with disabilities which include those who have physical, mental, intellectual, or sensory impairments and who may encounter various barriers that hinder their full and effective participation in programmatic activities? It may also be recommended to identify how disability and gender intersect to see how best to ensure authentic and useful inclusion efforts are mainstreamed, which work to diminish barriers of marginalization, and/or exclusion. Additionally, it may be suggested that work is done to make the program more inclusive, working together with donors to ensure a shared understanding/prioritization on how to properly incorporate PWDs in the Women at Work Program. This will also help ensure that inclusion efforts are not negatively impacted by strict donor requirement.

1. Introduction

1.1 Background

Gender equality is both a human right and central to achieving sustainable development as well as justice. Women's economic empowerment is a key component towards reaching gender equality, the realization of the 2030 Agenda for sustainable development, and the eradication of poverty and inclusive economic growth. Women's contributions are crucial to any economy, both through their participation in the formal economy as employees, farmers, entrepreneurs and investors, but also in their shouldering a large part of the unpaid care burden at home and in the informal sector. Yet, women remain disproportionately affected by poverty, discrimination, and exploitation.

According to the National Association of Women's Organisations Uganda (NAWOU), women make up a majority of the agricultural labour force in the country. Although they produce a large part of the country's agricultural products, the predominance of subsistence farming and the lack of land ownership rights and control over proceeds from trade lead to women not being considered as an active part of the economy. Lack of women's economic independence and decision-making power is closely linked with economic and social injustices, such as high levels of illiteracy, violence against women, child marriage and early pregnancies. Furthermore, the space for civil society in Uganda to address these issues is currently under pressure, as part of the Uganda's political elite seems to fear that strengthening economic rights might be detrimental to the country's attractiveness for foreign investments.

Empowerment can be described as a process by which people who have been denied the ability to make strategic life choices acquire such an ability. To realize women's economic rights, equal rights to inheritance and property and broad access to financial services are required, as well as decent income, working conditions and the right to unionize. The Women at Work Program seeks to improve the realization of women's economic rights - as producers, workers, and community members, together with two local implementing partners.

In the Luwero district in North Central Uganda, the high poverty levels are partly linked to the lasting effects of the massive destruction experienced during the National Resistance Movement liberation war from 1981 to 1986. A majority of households depends on small-scale agriculture, with low productivity also identified as due to poor soils, rudimentary production methods and underfunding of the sector.

The National Association of Women's Organisations Uganda (NAWOU) and Uganda Association of Women Lawyers (FIDA-U) are the implementing partners of the program in Uganda. NAWOU works with local women's associations in Luwero district, aiming to enhance their coordination, formalize cooperation solutions, improve business literacy and strategies, increase productivity, and improve access to markets. FIDA-U provides legal aid related to land rights, inheritance, access to justice and economic rights, as well as national advocacy and policy work directed towards both government and the general public.

1.2 Theory of change and results framework

A well-established practice for program and project evaluations consists in taking the Theory of Change (ToC) as a starting point and a guide for the evaluation.² The aim of a ToC is to describe in a systematic manner:

- The causal mechanisms through which the intervention is expected to deliver its results;
- Key outcomes along the causal pathways through which the effect of the intervention can be monitored;
- External factors that might influence these outcomes; and
- Assumptions that are necessary for the achievement of results.

A ToC therefore provides a logical structure for identifying the expected inputs, outputs, intermediary outcomes and eventual impacts of the intervention,³ and examining the evidence on the existence and magnitude of causal links between these components. The key elements of the ToC can then be associated with indicators and data sources within a Results Framework (RF) for monitoring and evaluation purposes.

1.2.1 FOKUS' overall Theory of Change

FOKUS has developed an overall Theory of Change (ToC) based on its 2017-2021 strategic plan. This overall ToC also forms the basis for the 2019-2022 Programs and Results Framework. The ToC centres around the underlying assumption that organising women will lead to more gender equality and a strengthening of their access to rights, resources, and power.

The ToC outlines the following:

Impact: Achieve gender equality and empower all women and girls (SDG 5)

Outcomes:

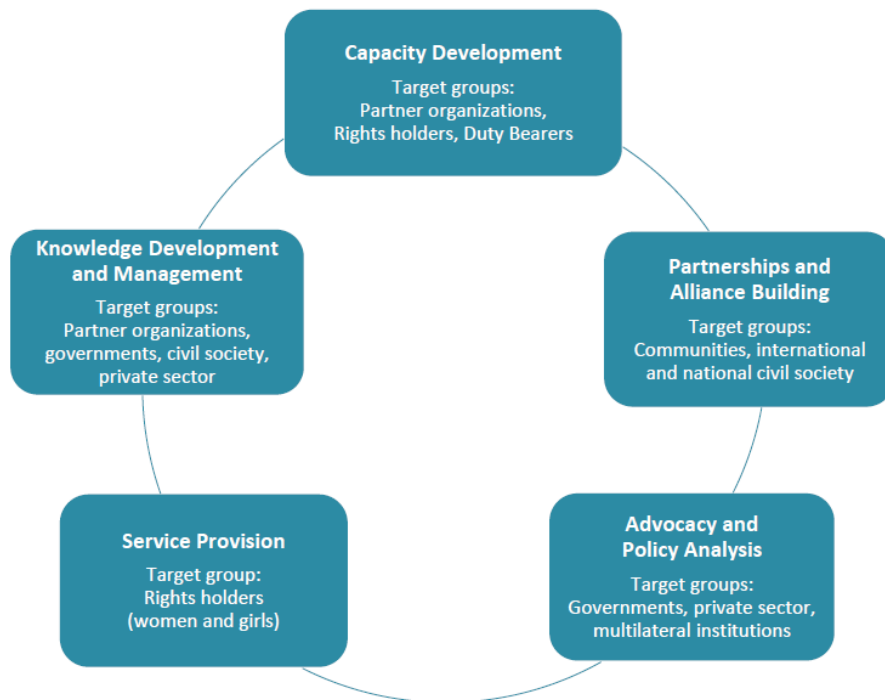
- 1) Strengthened mechanisms for the prevention, protection and response to violence against women and girls (VAWG)
- 2) Improved access to abortion and other SRHR for women and girls
- 3) Improved realization of women's economic rights
- 4) Strengthened participation, influence and leadership of women in building sustainable peace
- 5) Strengthened mechanisms to protect the rights of conflict-affected women and girls

Barriers: Unequal access to human rights and resources – lack of political will and public funding – weak institutions – gender discriminatory attitudes and behaviour – insecurity due to conflict and humanitarian crisis situations

Strategic Interventions involving multiple stakeholders that FOKUS and its local partners are implementing to achieve the defined outcomes and impact of the theory of change:

² Patton (2008).

³ An output consists of "the products, capital goods and services which result from a development intervention"; an outcome is "the likely or achieved short-term and medium-term effects of an intervention's outputs"; an impact is a "positive and negative, primary and secondary long-term effect produced by a development intervention, directly or indirectly, intended or unintended" (OECD DAC, 2002).



Assumption: Organising women and forming alliances of women’s groups and other civil society organisations will lead to transformative structural change and ultimately more gender equality

Principles: Human rights-based approach – Participation – Context Sensitivity

Problem and Root Causes: Unequal gender power relations – Gender discriminatory social norms, laws and practices – Violence against women and girls – Protracted conflicts

1.2.2 Women at Work Program ToC

The Women of Work program is one of the components to operationalize the FOKUS 2017-2021 Strategic Plan. The overall objective of the Women at Work Program is outcome 3 in the overall ToC: *Improve realization of women’s economic rights as workers, producers, and community members.* The program’s ToC states:

“To achieve gender equality and empower all women and girls - the defined impact of FOKUS overall theory of change - the realization of women's economic rights must be improved. The program aims to remove barriers within different spheres of society to create synergies and catalytic effects, based on the assumption that popular organization is the most effective strategy to end discrimination and create lasting social change.”

The identified pathways to achieve results are:

- Capable individuals who know their rights and how to pursue them. Sensitisation must go beyond economic rights, including women’s sexual and reproductive health and rights and protection from violence.
- Supportive communities that understand the value of and will facilitate women’s equal economic participation, so that risks for backlash in terms of social resistance to women’s empowerment do not occur.
- Strong civil society voicing demands of women, evidence of shortcomings and acknowledgment of women’s human rights.
- Responsible private sector engagement that respects women’s human rights and encourage equality between women and men as investors, employers, operators and customers.

- Responsive institutions that adopt and implement laws and policies – including budget allocations- to promote women’s economic rights and participation.

1.2.3 Results Framework

The results framework is part of FOKUS’ overall 2019-2022 Programs and Results Framework and outlines the outcome, outputs, indicators, baselines and targets. The chosen program activities are

Outcome 3: Improved realization of women’s economic rights

Outcome indicators:

- Number of women provided with services related to their economic rights and participation
- Number of women successfully registering their land entitlements
- Share of litigation cases on women’s economic rights with a favorable legal outcome (%)
- Number of new women-owned businesses created
- Number of supported women with an income increase of at least 25%
- Number of laws and private and public policies related to women’s economic rights influenced

Outputs:

- Women assisted to fulfil their economic rights
- Women’s economic capacity strengthened
- CSO advocacy efforts on improving women’s access to economic rights strengthened
- Knowledge on women’s economic rights and participation generated
- Awareness of women’s economic rights raised
- Capacity of FOKUS’ partner organizations working on women’s economic rights strengthened

The program’s five pathways to lasting change encompass individuals, communities, civil society, private sector actors and government institutions. However, it is unclear to what extent the output indicators address the five categories and pathways. The outcome indicators are all expressed in terms of results for individuals and government institutions, and their links to program activities might be ambiguous (although the output indicators in the Results Framework provide more clarity in this regard). The evaluation will seek to map which groups or channels are addressed by the various activities and components and to differentiate between them. There are also impact indicators in the results framework, however these are at such a high level, complicated to attribute to this kind of program, and long term that it seems unlikely that results at impact level can be convincingly documented within the scope of this evaluation to assess them.

The target group includes rural women from women-led cooperatives working in agribusiness and trade in Luwero District, public and private decisions makers relevant for legislation and practices within business and human rights legislation, with a priority on mainstreaming the inclusion of women with disabilities across the program.

Using a holistic approach, working at individual and societal levels simultaneously with various strategic interventions, the program seeks to address the individual factors and capacities hindering or promoting economic empowerment, as well as the contextual barriers and enabling factors within communities and society as a whole.

NAWOU works with local women’s associations and cooperatives to link them with business coaches and mentors, providing technical and practical support, facilitate networking and learning, support value chains and productivity through training, facilitate access to markets, support formal registration, and more. They also engage in advocacy work at local, regional and national levels.

FIDA-U provides legal aid to women in Luwero District, including on business, land and property registration, and legal training and different areas of the law including succession laws, property rights of women and matrimonial property. They provide legal advice through community dialogues to

spread knowledge about people's rights, as well as targeted information campaigns through webinars, radio programs and national media. At the national level, they engage in policy processes with the government, including as part of the core group for the recently adopted National Action Plan on Business and Human Rights.

1.3 Objective and Scope of the assignment

The aim of the evaluation is to assess the implementation of the FOKUS program Women at Work and its progress so far. It has assessed the efficiency, effectiveness, sustainability and impact and provides specific recommendations to FOKUS and the implementing partners for future interventions.

The evaluation's terms of reference (ToR) outline the following specific objectives for the evaluation:

1. Identify, analyse and assess the achievement of program outcomes based on the results achieved, the indicators proposed and the baseline of the program.
2. Analyse and evaluate the strategies and methodologies used by the program, partnerships and the management model implemented by organizations to achieve results, identifying successes, constraints and obstacles encountered during program development
3. Identify lessons learned around addressing the central issue (women's participation and protection), managing the program and overcoming challenges or obstacles for program staff and partner organizations.
4. Analyse the added value of FOKUS.
5. Develop specific conclusions and recommendations that are useful to partners and collaborating organizations, in order to optimize their opportunities and strengths, and to FOKUS for future interventions to strengthen women's economic rights and participation in Uganda (and other countries).

1.4 Limitations

The scope of this evaluation is limited to the objectives outlined in the Terms of Reference. In addition, the evaluation team has referenced key program documents from the Ethiopian part of the Women at Work Program as reference and context, but these program components are not part of the evaluation as such. As described in Chapter 3, the program is too recent, and the impact level is too high to expect tangible results at this level. The evaluation therefore mainly focuses on the output and outcome levels.

Few methodological limitations were identified. Although advances in communication technologies have been critical tools throughout the current COVID-19 pandemic, the use of videoconferencing platforms still have some drawbacks. While this is a very efficient method of collecting data, and the team has extensive experience using such modalities to conduct interviews, given that the main part of the data collection was conducted remotely, using virtual communication platforms such as Teams and Zoom for meetings and KIs, the geographical distance and lack of physical meetings may have led to less nuance in the information collected (lack in clarity of non-verbal cues) and a greater risk of misunderstandings. However, the beneficiary perspective was gathered using in-person focus group discussions in the local language (Luganda), by a team of local consultants. Furthermore, the translation to English may also have had an impact on the accuracy of the perspectives conveyed and in particular the direct quotes used in the report.

Additionally, the focus group discussions were facilitated by a team of two male data collectors which may have had the potential to limit some participants' openness and willingness to discuss sensitive topics such as gender-based violence. However, the data collection team has comprehensive knowledge and experience in qualitative data collection interviewing techniques, reflecting on their positionality as data collectors that help to facilitate openness among participants and have previously worked with SRHR and other sensitive issues in the Ugandan context. It should also be noted, that there are also potential positive effects having a male team (an outsider's approach), including that

participants might be more willing and patient to teach an outsider about their lived-experiences and there is potential for extracting more detail on the male participants' perspective. Additionally, the evaluation team has assessed the data collected from the FGDs as highly relevant and of good quality.

The team has not interviewed any other donors or potential donors for similar programs in Uganda, something which may have provided interesting perspectives and comparative data.

2. Approach and methodology

Five aspects characterise our methodological approach to the mid-term evaluation:

- **A theory-based evaluation:** We used the projects' results framework and its underlying theory of change as an overarching framework that will guide our investigation.
- **Diversified sources of information:** As part of our mixed-methods approach, we sought, to the extent possible, to diversify our sources of information for triangulation of data.
- **A participatory and utilization-focused approach:** Our approach entailed continuous engagement with key stakeholders throughout the evaluation process, with a focus on the possible uses and utility of the evaluation's findings and recommendations.
- **A systematic approach to building the evidence base:** We used an evaluation matrix in order to systematically bridge each driving question to identified indicators and sources of information and rank our findings and conclusions according to the strength of the underlying evidence.
- **Rigorous quality assurance:** The work of the evaluation team was monitored and assessed by an external quality assurer at every step of the assignment.

2.1 A theory-based evaluation

FOKUS' program in Uganda has as its main goal to goal is to improve the realisation of women's economic rights - as producers, workers and community members. It builds on FOKUS' overall ToC, a program ToC and results framework.

During our initial discussions with FOKUS and implementing partners, we sought to gain further knowledge about its objectives, results framework and underlying ToC. This information guided the team through a series of questions structuring our evaluation instruments (desktop research, interview and focus group guidelines) and subsequent analysis, in particular:

- What information does project documentation (log frames, reports) provide on project inputs, outputs, outcomes and impact, and how can we complement and triangulate the information on each of these elements?
- How can we find evidence of a causal link between project activities and results, and what does the evidence tell us?
- How can we find evidence about external factors that have influenced the success of the program (e.g. the COVID-19 outbreak) and the way in which they have been managed, and what does the evidence tell us?
- The ToC provides a logical structure for examining the evidence on FOKUS activities and results, exploring the causal links between them, and eventually ensuring that the evaluation findings are comprehensive, consistent, and robust.

2.2 Diversified sources of information

To build the evidence base for the evaluation, we used a mixed-methods approach combining qualitative and quantitative data collection and analysis techniques. Reliance on a broad range of data sources and a mixed methodology enhances the integrity of findings through triangulation, making a valuable contribution to the evidence base and informing recommendations for future decisions. Our data collection approach combined:

- A comprehensive desk review of available documentation, relevant external studies, and reports;
- A quantitative analysis of reported results at output and outcome level;

- Semi-structured interviews with key informants; and
- Focus group discussions with program beneficiaries.

We conducted an *in-depth desk study* of relevant documentation, including project log frames and plans; agreements and decision documents; annual reports and past evaluations of FOKUS programs; the National Action Plans on Business and Human Rights in Uganda, guiding documents in Norway and Uganda, and other relevant documentation. The desk study also included a review and critical appraisal of relevant academic literature and evaluation reports.

We systematically collected *data from reported results at input, output and outcome level, as well as expenditures, across the program activities*. Whenever available, data on women’s economic rights and their situation in Uganda were collected and analysed in order to contextualize the program’s results.

Participants in *key informant interviews* (KIIs) were selected among all relevant groups of stakeholders (see following section), including the program managers at FOKUS and its two partner organisations in Uganda, Norad, other women's organisations, as well as representatives of governmental authorities and private sector representatives. An initial round of interviews was conducted with selected stakeholders to enhance our understanding of the program and the evaluation objectives. We also carried out a series of follow-up interviews at the end of the data collection phase in order to address identified gaps and to consolidate findings.

We collected data from the program's beneficiaries – rural women from women-led cooperatives – through *focus group discussions* (FGDs). FGDs have the advantage of facilitating interactions between participants, and thereby produce a rich base of qualitative information on the program's strengths, weaknesses, context, and results.

KIIs and FGDs were based on respective instruments, i.e. a guide for semi-structured interviews and discussion themes for FGDs. We developed the instruments in accordance with the finalised list of evaluation questions.

The team has extensive experience with qualitative interviewing, data management, analysis, and research ethics that protects the rights, dignity, and security of individuals who participate in data collection activities. The team worked to particular ensure that all participants in interviews and focus group discussions provided a prior informed consent, and all collected information is anonymised.

2.3 A participatory and utilization-focused approach

As part of the inception phase, we build on the preliminary analysis presented in Table 1 and carry out a complete mapping of the projects' stakeholder groups, their role in or in relation to the program, the envisioned engagement strategy for the evaluation and the insights each group is expected to bring to the evaluation. Details on this can be found in Annex II.

In the course of the evaluation, we tried to continuously engage with key stakeholders in order to ensure that their standpoint is correctly reflected in the information gathered through the various data collection methods, and to gain a clear understanding of the possible uses and utility of the evaluation. A particular attention was paid to next phase of the program and prospects for improved implementation.

Table 1: Stakeholder analysis

Group	Stakeholders	Engagement strategy
<i>FOKUS</i>	Program team	Semi-structured interviews
<i>Partners</i>	Two implementation partners in Uganda	Semi-structured interviews
<i>Donors</i>	Norad, possibly other donors	Semi-structured interviews
	Beneficiaries	Focus group discussions
<i>In-country stakeholders</i>	Other women's groups and NGOs	Semi-structured interviews
	Private sector partners	Semi-structured interviews
	Public authorities	Semi-structured interviews

2.4 A systematic approach to building the evidence base

During the inception phase, we identified any gaps between the objectives of the mid-term evaluation and the list of driving questions included in the ToR. The evaluation matrix brings together the evaluation questions with relevant data sources and data collection methods. In the course of the evaluation, we used the matrix as a roadmap to systematically collect and triangulate evidence in response to each question.

Our data collection sources and methods were selected with the aim of providing more than one source and type of data for the evaluation of each element of the ToC (inputs, outputs, outcomes, impact, causal linkages, external factors) and complementing quantitative estimates with rich qualitative descriptions. We also sought to systematically diversify the sources of information and to consolidate the collected evidence through triangulation.

When presenting our findings, we rank them according to the quality of the underlying evidence and causal reasoning, drawing on the categorisation presented in Table 2.

Table 2: Criteria for ranking of the quality of evidence for each evaluation question

Ranking	Quality criteria
<i>Strong</i>	The finding is consistently supported by a range of evidence streams, including documentary sources, quantitative and qualitative analysis; or the evidence sources, while not comprehensive, are of high quality and reliable to draw a conclusion. Causal attribution is based on randomisation-based methods such as natural experiments.
<i>More than satisfactory</i>	There are at least two different sources of evidence with good triangulation, but the coverage of the evidence is not complete. Causal attribution is based on counterfactual reasoning with strong plausibility.
<i>Indicative but not conclusive</i>	The evidence stems from source of good quality; other sources, while not entirely supporting the evidence, do not provide a credible alternative. Causal attribution is based on counterfactual reasoning with moderate plausibility.
<i>Weak</i>	The evidence is limited to a single source that can be subject to bias or reliability issues; there is no triangulation. Causal attribution is based on counterfactual reasoning with weak plausibility or it proves impossible to identify an observable counterfactual.

The use of a specific set of evaluation questions and the identification of sources of information to address each question permitted 'early warning signs' to emerge where evidence appeared to be inadequate. This allowed for corrective measures to be taken - by seeking out missing documents, or by arranging for additional interviews in areas where there are gaps. Nevertheless, one must accept that some conclusions will be better supported than others. Where this is the case, we try to be explicit about the quality of evidence supporting each conclusion.

2.5 Evaluation matrix

An evaluation matrix was developed based on the evaluation criteria and questions in the ToR and the initial interviews with FOCUS and the two implementing partners in Uganda, NAWOU and FIDA-U, as well as in initial review of the program documents.

Table 3: Evaluation matrix

Evaluation criteria	Operational questions	Data source
<p>Relevance:</p> <p><i>Analyse the consistency of the program, its strategies and expected results to the social, political and economic contexts of Uganda and the challenges faced.</i></p>	<ul style="list-style-type: none"> • Assess the role and function of collaborating organisations (local and national). • Identify organisations that have made strategic contribution to the program. • Is the intervention well in tune with the national needs, priorities and policies? • Are duty bearers addressed adequately? • Is the strategy implemented the most appropriate? • What other strategies or initiatives should have been implemented for achieving results? • Are there other actors that should be included in the program? • Are there alternative approaches that may have greater effect on the overall objective? • Do proposed innovations have a potential for replication? To other regions in Uganda and/or other countries? • How do the program activities relate to the expected outputs, outcomes and overall ToC? 	<ul style="list-style-type: none"> • Semi-structured interviews • Focus group discussions • Reporting from partners • Program documents • Partner strategies and policies • National policies and action plans • Media reports • Relevant academic literature
<p>Effectiveness:</p> <p><i>Analyse the main results achieved through the program, results not achieved and the impact of the COVID-19 pandemic</i></p>	<ul style="list-style-type: none"> • What are the main results achieved through the program? • Are there any results that have not been fully achieved? If yes, why and how have the program partners responded? • What has the effect of the COVID-19 pandemic been on the results of the program and how has it been addressed? 	<ul style="list-style-type: none"> • Semi-structured interviews • Focus group discussions • Reports to Norad • Reporting from partners • Reports from program visits • Partner strategies and policies • Relevant external data including statistics • Applications • Previous evaluations and reviews

Evaluation criteria	Operational questions	Data source
<p>Efficiency:</p> <p><i>Analyse the adequacy of the institutional structure and program management, including the capacity and the model of the management structure, for achieving the defined results.</i></p>	<ul style="list-style-type: none"> To which extent has planning and implementation of the program ensured efficient use of resources? Are the expected products/deliverables produced/developed satisfactorily and at the right time? How is the cooperation between the partners perceived by the different actors? How has the program engaged local capacities of the organizations involved to achieve the expected results? How are potential synergies between FOKUS and partners and between partners identified and utilised? 	<ul style="list-style-type: none"> Semi-structured interviews Annual reports Annual reporting from partners including: <ul style="list-style-type: none"> Financial reports Reports from project visits Press releases and news articles
<p>Impact:</p> <p><i>Analyse the Program's real and potential impact, measuring positive and negative aspects, as well as intended and unintended changes on women, institutions, and society.</i></p>	<ul style="list-style-type: none"> Are there external factors that may endanger the impact of the program? Will the program contribute to development or improvement of national policies related to the central theme of the Program (women's participation and protection)? Are there unforeseen and unintended positive impacts on final beneficiaries? If there have been negative impacts on the target population, were these foreseen or detected in due time, and has the program taken appropriate measures to mitigate such? Analyse the coordination and/or strategic alliances with relevant actors outside the program that have contributed to the impact of the program 	<ul style="list-style-type: none"> Semi-structured interviews Focus group discussions Reports to Norad Reporting from partners Reports from program visits Partner strategies and policies Relevant external data including statistics Applications Previous evaluations and reviews
<p>Added Value:</p> <p><i>Analyse the added value of FOKUS in the achievement of results and impact of the program.</i></p>	<ul style="list-style-type: none"> What is the added value of the Program's organisational model, with a FOKUS secretariat, partner organisations and collaborating organisations? Has the role of FOKUS changed or developed through the program period, and if yes, how? What is the added value of FOKUS to the partner organisations related to program activities and outputs? What is the added value of FOKUS to partner organisations' capacity development and strategic priorities? How can the added value of FOKUS be improved? What are the perceived power relations between the different actors in the program? 	<ul style="list-style-type: none"> Semi-structured interviews Partner policies and other documents Reports and applications

2.6 Quality assurance

Throughout the assignment, the team's progress and deliverables was assessed by an experienced member of the KPMG IDAS staff for Quality Assurance (QA). The QA process to ensure compliance with both the OECD DAC's Quality Standards for Development Evaluation and KPMG's internal standards for integrity, independence, quality and risk management.

QA occurred at each step of the analysis, systematically investigating the following issues:

- Does the analysis design respond to the ToR? Are deviations explained and agreed?
- Is the methodology robust and rigorous, and does it mitigate constraints/risk to relevance and reliability?
- Are the data sources (qualitative and quantitative) comprehensive and reliable, and does the selection of sources ensure the data's validity?
- Does the work plan fully address the requirements of the mid-term evaluation, and is the plan realistic?
- If there are issues of concern, the Team Leader and Quality Assurer will agree on the actions required to conclude the data collection process successfully.

During the Reporting Phase, sufficient time was set aside for technical QA of the draft report, before submission. The following points were addressed:

- Overall, does the report satisfy the ToR, and does it respond to the objectives and questions?
- Is the evidence credible/reliable and are multiple sources used to triangulate findings, to the extent possible?
- Is the analysis, findings and the report narrative credible, and based in the evidence?
- Are the analysis results communicated in an effective manner, which is clear and easily understood?
- Are the conclusions strictly based on evidence?

3. Evaluation findings

3.1 Summary of key findings

Criteria	Rating	Evidence	Key findings
Relevance	★★★★★	Strong	<p>Beneficiaries, stakeholders, and implementing organizations report that appropriate strategies/approaches are currently being employed in the Women at Work Program. Programmatic goals and objectives appear to be well-aligned with the national, regional, and local government authorities in Uganda.</p> <p>Stakeholders interviewed unanimously agreed that the Women at Work Program aligned with the needs, priorities, and policies of Uganda, as well as the needs of women in Uganda to fulfil their economic rights.</p>
Effectiveness	★★★★★	Strong	<p>The program has achieved considerable results in its first two years. Exogenous challenges have made achievement of objectives as set out in the results framework difficult.</p> <p>COVID-19 disrupted the program in early 2020, making many of the program's outcome and output objectives difficult to achieve. At the same time, COVID-19 also spurred modifications to the program, where the program has been more successful</p>
Efficiency	★★★★★	More than satisfactory	<p>Considering the relatively low performance on indicators in the results framework as of the end of Year 2, the program is not on track do deliver the expected results by the end of the program. The strong improvement in 2020 compared to 2019 suggests that better results could have been achieved if the spending had commenced earlier.</p> <p>The results that have been achieved have been achieved on or below the original budget, which is relatively low considering its goals. Reporting is considered adequate by both Norad and FOKUS.</p>
Impact	Not rated	Weak/ Indicative	<p>The time frame for the program is too short for there to be significant impact on the larger society, and the impact indicators are not suited to measure potential impact.</p> <p>There is still some evidence to suggest there have been positive impacts on communities as well as national policies and action plans. The program has also reached a large number of people in Uganda through mass media.</p>
Added value	★★★★★	More than satisfactory	<p>FOKUS is perceived by its two Ugandan counterparts as a supportive and important partner, while less known among other stakeholders. The power relation between the partners seems to be equal and balanced. All three partners seem satisfied with the cooperation on capacity development. FOKUS has also contributed to their partners' strategic priorities.</p> <p>Cooperation through large framework agreements seems to be a requisite for accessing this kind of Norad funding for the Ugandan partners, clearly demonstrating the added value of FOKUS.</p>

3.2 Relevance

Is the program doing the right things?

Relevance The extent to which the program objectives and design are consistent and aligned with the social, political and economic contexts of Uganda and the challenges faced.

3.2.1 Role and function of collaborating organisations

As part of the mid-term evaluation, the evaluation team interviewed stakeholders from a number of collaborating organizations and implementing partners to discuss their role and function within the Women at Work Program, including stakeholders at the national, district, and local level. Additionally, a review of the documents provided an overview of collaborating organizations which have made strategic contributions to the Women at Work Program such as the Initiative for Social Economic Rights, the Uganda Corporate Accountability Consortium, Akina Mama wa Afrika, Human Rights Watch, Uganda Youth Development Link, Just Like My Child, Red Cross, Government institutions (e.g. Uganda Women Entrepreneurship Program (UWEP), Uganda Microfinance Regulatory Authority (UMRA)), and local government (FIDA-U) and local government officials, line ministries, cooperative entities, Uganda Microfinance Regulatory Authority, Makerere University, and Emmanuel Agro (NAWOU), among others. An overview of relevant collaborating organizations is presented in Annex II.

Additionally, among interview with stakeholder-informants, it was shared that there is a good working relationship with implementing partners, FIDA-U, and NAWOU. One participant at the national level, shared that both partner organizations were financed well, proactive, dedicated, and provided additional support where necessary. Another stakeholder from local government, shared that they have a strong relationship with FIDA-U in working to support women and children and went on to describe how FIDA-U helps them with mediation-related issues where legal representation is needed (especially pertaining to issues of property rights and land grabbing). Figure 1, shown below shows an overview of the collaborating organizations that support the Women at Work Program in Uganda.

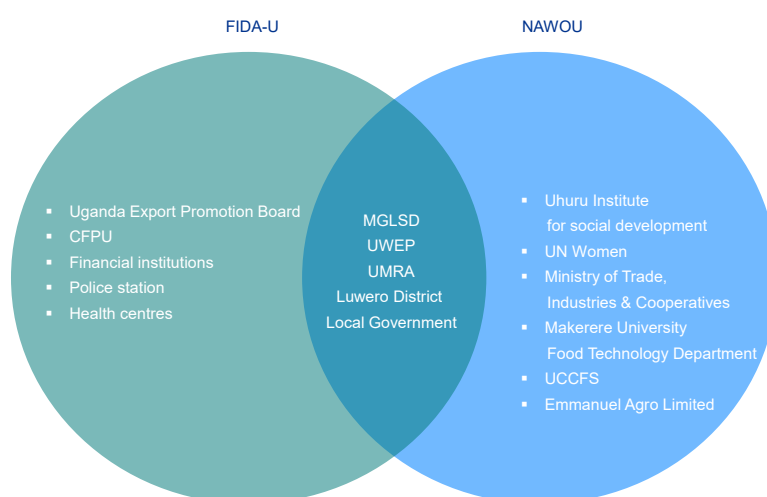


Figure 1. Overview of collaborating organizations for the Women at Work Program

Furthermore, in their 2020 Annual Report, FIDA-U shared that the local Government Office of Luwero, Health Centre IV Kasana, Kamira, Kikyusa and Luweero; Equity Bank, Luwero; BRAC; and the Bishop Asiiri Hospital have cooperated in the implementation of the Women at Work Program. They also report that the Government Office of Luwero (e.g. the Gender Officer, District Health Officer Community Development Officers, and UWEP focal persons) have supported FIDA in the

familiarizing different women groups on the services available through UWEF and other government initiatives. Additionally, the local government supported FIDA-U when conducting consultative dialogues with persons with disabilities and at health centres. Finally, the local government reportedly supported FIDA-U in their outreach initiatives relating to radio talk show appearances centred on various government initiatives that relate to women's economic empowerment. Other key partners identified in the 2020 annual report included the Health Centre IV Kasana, Kamira, Kikyusa and Luweero who supported FIDA-U in PF3 filings for survivors of GBV; Equity Bank, Luwero who held women groups sessions where information on the linkages between formal financial institutions and the women's savings groups was shared. Additionally, BRAC International who trained the women's groups on bookkeeping, growth of group credit, and access to reliable credit; and the Bishop Asiiri Hospital, Luwero who helped host community dialogues for people living with HIV.

NAWOU also reported in their 2020 Annual Report, to have worked with partners such as the Emmanuel Agro Limited and EzyAgric Limited; local government structures (e.g. community-based service departments, sub-county community structures, women's councils, councillors and the agricultural department); Makerere University's Food Technology Department; and the Uhuru Institute for Social Development. It was further reported that Emmanuel Agro Limited and EzyAgric Limited had offered agronomical services to cooperative societies and that local government structures had supported planning, implementation, monitoring/evaluation and reporting processes of the Women at Work Program. It was also reported that the Makerere University Food Technology Department facilitated product testing and the orientation of women to the Uganda National Bureau of Standards' (UNBS) production standards and that the Uhuru Institute for Social Development supported other cooperative processes; among others (Please see Annex II). In interviews with NAWOU, the contribution of media was also raised, which has reportedly enabled NAWOU to gain enhanced publicity, that allows the work that has been done to be widely disseminated and shared. NAWOU also explained that media is a valuable tool used to disseminate information regarding the lessons learned from the project and reaches different areas, groups, and/or communities who might benefit from the program.

3.2.2 Alignment with the national needs, priorities, and policies

The close collaboration and participation of government agencies such as UMRA, MGLSD, MOTIC, and the Luwero District Local Government, with FIDA-U and NAWOU demonstrates that programmatic goals and objectives appear to be well-aligned with the national, regional, and local government authorities in Uganda. Stakeholders interviewed also unanimously agreed that the Women at Work Program aligned with the needs, priorities, and policies of Uganda. Moreover, According to FIDA-U, the Women at Work Program's prioritisation of the most vulnerable women is a core part of the government's agenda⁴. Additionally, our document review has revealed that at the national level, the Women at Work Program appears to be aligned with Uganda's Gender Policy (2007); the National Policy on Elimination of Gender Based Violence in Uganda (2016); the National Action Plan III on Women, Peace, and Security (NAP III) (2021-2025); Uganda Vision 2040; and the third National Development Plan (NDP III) (2020/21-2024/25).

The Uganda Gender Policy (2007) provides the general framework and guidelines for mainstreaming gender in the public sector and a clear mandate that ministries including the Ministry of Gender, Labour and Social Development (MGLSD) must address gender inequalities and women's empowerment. The National Policy on Elimination of Gender Based Violence in Uganda (2016) provides guidance on the prevention and management of GBV. Additionally, the NAP III is firmly grounded in the WPS agenda, which includes economic security. Moreover, NDP III identifies gender inequality as a growth constraint and aims to reduce the gender gap index from 0.523 to 0.5 (goal 17)⁵. Uganda Vision 2040 acknowledges that gender inequality is a salient issue in Uganda's economy relating to 1) gender disparities in access and control over productive resources like land; 2) the limited share of women in wage employment in non-agricultural sectors; 3) GBV; 4) limited

⁴ FIDA-U 2020 Annual Report

⁵ AUDITOR GENERAL. 2013. GOVERNMENT'S EFFORTS TO ACHIEVE GENDER EQUALITY AS COORDINATED BY THE MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT. Retrieved from: <http://www.oag.go.ug/wp-content/uploads/2016/07/Gender-report-.pdf>

participation in household, community and national decision-making. Therefore, Uganda Vision 2040 makes a commitment to scale up efforts that ensure gender responsive policies, programs and actions⁶.

Additionally, Uganda is a signatory and/or supporter of a number of international and regional agreements that critically contribute to women’s economic empowerment such as the East African Community (EAC) Treaty (2000), The Millennium Declaration (2000), African Union Solemn Declaration on Gender Equality in Africa (2003); the Protocol to the African Charter on Human and Peoples’ Rights on the Right of women in Africa (2003); the Protocol on the Prevention and Suppression of Sexual Violence against Women and Children (2006); the Goma Declaration on Eradicating Sexual Violence and Ending Impunity in the Great Lakes Region (2008); the Kampala Declaration on ending Sexual and Gender-Based Violence (2011); Convention on the Elimination of all forms of Discrimination Against Women (CEDAW); the Beijing Declaration and Platform for Action (1985); the Commonwealth Priorities for Gender and Women’s Empowerment; the Universal Declaration of Human Rights (UDHR); the International Covenant for Civil and Political Rights (ICCPR); the International Convention on Economic, Social and Cultural Rights (ICESCR); and the Sustainable Development Goals (SDGs) 2030 Agenda.

Furthermore, given that agriculture is frequently characterized as the backbone of the Ugandan economy, elements of the Women at Work Program are significantly relevant to the current context and/or national priorities pertaining to agriculture and horticulture. One stakeholder from the private sector shared, that the focus on commercial production with smallholder farmers to ensure good agricultural practice and ensure farmers generate income would be well-aligned with local, regional, and national priorities and needs pertaining to agriculture. Additionally, under the current context of COVID-19, it can be argued that the intervention is well-aligned with national needs, since stringent restrictions on movement/gathering in an effort to curb the spread of COVID-19, has led to reductions in wage earning opportunities (especially for women), insufficient food access, high levels of food insecurity, and loss of income during the pandemic throughout Uganda and globally.^{7,8}

It was reported that duty bearers such as the district government, line ministries, and faith-based and civil society organizations have been involved with the Women at Work Program since its inception, with government acting as a primary duty bearer. NAWOU shared, that there has been close involvement and consultation of the district authorities throughout project implementation, emphasizing that they play a complimentary role to the government. It was also reported by both the implementing organizations and stakeholders that this is important to ensure the authentic involvement of district-level authorities in the project, so that in event that the program no longer receives funding, it can still continue. One stakeholder at the national level also shared, that they would encourage further collaboration with regulators, so they can create workplans and work together from the start of the program. This stakeholder expanded, that a close relationship with government was encouraged to ensure that important knowledge and information is shared. It was also discussed how line ministries such as the MGLSD have also been involved, through their engagement in events that have community reach, for example International Women’s day. Additionally, implementing organizations such as NAWOU report to share information with line ministries on the program so they are able to align with national development plans. At the community level, there has also reportedly been involvement of local counsellors who are consulted regarding the program and provide support where needed. Faith-based institutions were also described as key advocates in terms of GBV and women’s empowerment and other civil society organizations as well. However, one stakeholder from local government shared that government and duty-bearers need more basic knowledge on what work that FIDA-U and NAWOU provide.

⁶ Uganda Vision 2040

⁷ Agamile, P. (2022). COVID-19 Lockdown and Exposure of Households to Food Insecurity in Uganda: Insights from a National High Frequency Phone Survey. *The European Journal of Development Research*, 1-26.

⁸ Kansime, M. K., Tambo, J. A., Mugambi, I., Bundi, M., Kara, A., & Owuor, C. (2021). COVID-19 implications on household income and food security in Kenya and Uganda: Findings from a rapid assessment. *World development*, 137, 105199.

3.2.3 Appropriateness of the strategies/approaches implemented

Overall, beneficiaries, stakeholders, and implementing organizations, NAWOU and FIDA-U report that appropriate strategies/approaches are currently being employed in the Women at Work Program. In KII, stakeholders praised both FIDA-U and NAWOU for their approaches for ensuring women's economic empowerment. One stakeholder highlighted that FIDA-U has been a great advocate of women and that women in Luwero are now aware of issues relating to GBV. However, perceptions among beneficiaries were mixed. Although beneficiaries expressed how they were grateful for the services FIDA-U provides, especially in registering their organization and standing up for women, one beneficiary participant, also a leader in her community, shared how she wished for FIDA-U to also look into men's concerns, since men can be oppressed. She recommended that FIDA-U take a fairer approach which also resonated with some other participants who expressed their agreement non-verbally. Furthermore, according to one stakeholder in the private sector, the Women at Work Program provided a more sustainable way of livelihood generation rather than placing cash in the hands of individuals who may not have the financial literacy to know how to spend or save money. NAWOU also expressed that in the Ugandan context, cooperatives are an appropriate strategy for communities to grow businesses. Beneficiaries also shared these sentiments explaining that NAWOU had linked them to various organizations that have helped build their capacity and skills. In a focus group discussion conducted with program beneficiaries, one woman shared:

"NAWOU linked us to another organization known as FODE and they trained us in business. They taught how to identify where to start a business. We did not know that. I thought you could start a business anywhere and that business would flourish. They taught us how to save, that you can save and then get capital to start a business, where are you going to put your business, which category of people are you going to target, and others."
(FGD 1)

It is apparent that strengthened partnerships and mutually beneficial collaboration has positioned both FIDA-U and NAWOU to address important issues regarding women's economic empowerment that have been raised over time. The overall sentiment shared in KIIs is that the Women at Work Program is grounded in community-identified needs. Both implementing organizations discussed how they make concerted efforts to take a more participatory and collaborative approach to programming. One implementing organization described how they determine which needs to be addressed, not by applying what are considered as 'correct' strategies, but rather have taken a more participatory approach, allowing for the beneficiaries to be positioned as experts to develop a comprehensive understanding of the various barriers and challenges that may prevent economic empowerment and meeting beneficiaries at their point of need by supporting them with what they are already doing. Therefore, this bottom-up approach is based on their existing interests and needs. Moreover, FIDA-U reported that they wish to continue to have close collaboration with the government who is the main provider of the services in which they work to complement, demonstrating that this close collaboration is key to the success of all strategies or approaches implemented. They expanded that in holding the government accountable, it is important to collaborate with government to be given an opportunity to influence. For example, because of their collaboration with the MGLSD, there was an opportunity to co-convene and work together with government. Beneficiaries also discussed how they perceived the relationship between the implementing organizations and government as beneficial which has empowered them to abandon traditional gender roles. One participant shared:

"We thought that as women we are supposed to stay at the back, stay in the kitchen and stay in the garden. This time after getting knowledge and information from different organizations, we also decided to start... The NRM Government that is in power does not collaborate with many organizations, but this will help the Government."

Although it appears that both implementing organizations have extensive supporting networks where they learn from, both FIDA-U and NAWOU expressed a desire to continue with the work that is already being done. For example, FIDA-U shared that they want to maintain their grassroots strategy, since it has worked well in this context. Furthermore, it was shared that there is a demand to expand

the existing program to neighbouring districts (where possible). Stakeholders from FIDA-U also expressed hopes for further engagement with the private sector in future phases of the Women at Work Program with an aim of holding the private sector accountable. They also look forward to future collaboration with the Uganda Investment Authority. However, a key-informant in local government suggested that there is a need for FIDA-U to strengthen their relationship with local government in order to avoid duplication of services and that there can be a loss of cases due to gaps in information flow. This could be solved through an improved tracking case system, so local government can work together with FIDA-U and when needed, support each other to provide more coordinated service delivery.

In terms of other strategies or initiatives that may be considered, one stakeholder at the national level discussed how future growth could take place when the financial literacy of women is achieved. They emphasized that supporting awareness, creating linkages to financial systems and increased protection are critical. Furthermore, it was also mentioned that there are existing issues pertaining to access to financial resources, since there is a lack of adequate infrastructure in remote areas and financial systems are non-existent. Therefore, in the future, it was suggested that greater support is directed to financial literacy and digitization which can contribute to the financial inclusion and empowerment of women in this context. Additionally, implementing organizations expressed hopes for beneficiaries to also benefit from ongoing government programs such as UWEP. NAWOU shared that they encourage the women's cooperative groups in Luwero to take advantage of the resources that are available to them, so they can grow and learn new skills. Furthermore, NAWOU suggested that mentoring and coaching activities could be improved by using a beneficiary trainer model, where the Women at Work Program provides hands-on coaching by former or current program participants, thus utilizing observational learning practices which offer credible role models who have been successful in the program. This suggestion was also echoed by program beneficiaries who share that their group members are empowered to be able to train other women in the villages they come from:

"We can train other women if we get more training. NAWOU has been doing it only that they have been doing it for a few people" (FGD 2)

Additionally, FIDA-U also expressed that other strategies which could be implemented to help achieve results could involve more beneficiary-led advocacy efforts. Especially since there can be friction between the government and CSO's, it would be beneficial to have more beneficiary-led initiatives like radio talk shows, so that someone from the community can share their experience and encourage others to reach out and seek services and fight back against violence and oppression. This would also allow beneficiaries to have a greater stake or role in the program. One stakeholder from the private sector emphasized that in order for an organization to be effective, farmers need to be held accountable to the business and this can only be achieved when they are sufficiently organized. This highlights the need for the capacity development activities, which focus on knowledge transfer and the development of internal structures supported/organized by NAWOU. Moreover, NAWOU discussed that there is a vision of establishing a cooperative union to pool resources and capacity to improve on the transport aspect and ensure other enterprise contributions. It was also suggested by a key-informant in local government that there needed to be more extensive follow-up for case completion, greater support for victims of GBV, and follow-up with the suspect/perpetrator who committed a violent act.

Furthermore, both FIDA and NAWOU expressed an interest in mainstreaming the work that they are doing regarding SRHR. It was shared that a continuation of the GBV work that was initiated during the pandemic and ideally mainstreaming these initiatives into the main program was critical. Although not part of the original strategy, this focus on GBV and the advocacy work around it, fills important gaps in existing processes of the special courts advocating for free services. Beneficiaries appeared to also agree, one participant discussed how she was grateful for the GBV component of the services FIDA-U provides when she said,

"FIDA first sensitized us as women to know our rights as women and knowing what you can do in case you have got a problem. FIDA informed us that they can help solve domestic wrangles between two married people. Women have been despised and oppressed for a

long time but FIDA helped us to know that a woman in her parents' home is seen as a child and she can get an equal share of family property like the boy, in case their parents have died, and even that girl child can become the father's heir." (FGD 2)

Additionally, NAWOU shared that they wish to continue with this work because SRHR challenges are inextricably linked to women's economic empowerment. For example, it was mentioned that harmful practices such as FGM are strongly rooted in resources. It was shared that families want their daughters to undergo FGM because it is a rite of passage to become a woman and then ready for marriage. NAWOU believes that they can reduce FGM incidence with further economic empowerment in the community and increased economic opportunity can potentially help eliminate the practice since it is often driven by economic hardship (when limited economic prospects force parents to seek a higher bride price instead).

Both implementing partners have demonstrated a comprehensive network of stakeholders, duty bearers, and partnerships which contribute to the Women at Work Program. Therefore, there were few suggestions regarding other actors (that have not already been approached/included) that may potentially contribute to programmatic success. Stakeholders also shared that the Women at Work Program is complimentary to their respective organization's objectives and mandate. In the next phase of the program, FIDA-U shared that they would like to consolidate deepen and/or strengthen existing relationships with partners before embarking on partnerships with new actors. Among key stakeholders to NAWOU and FIDA-U, it was also unanimously shared that stakeholders of partner organizations would also like to continue and strengthen their partnerships in order to expand the reach and scale of the Women at Work Program. It was further reported by FIDA-U that in the previous program period, FIDA-U had signed three memoranda of understanding (MOUs) with Regulatory Authority, MGLSD, and the Church of Uganda, Luwero district. Since these MOUs are seemingly quite new (signed to the project in 2021), at the time of reporting, FIDA-U reports to have not yet had the opportunity to implement these MOUs to their fullest extent. Additionally, some of the activities that were originally planned under the MOUs have not yet been implemented at the time of reporting. It was also specifically mentioned that FIDA-U would like to strengthen the existing partnership with the Uganda Microfinance Regulatory Authority (UMRA) and the MGLSD in policy development in the next phase of the program. Furthermore, at local level, FIDA-U expressed the importance of continuing to strengthen their existing relationships in each of the sub-counties where they work with community systems and community development officials. For example, they shared that they would like to look into how community development officials may support them in implementing the guidelines which they have developed in partnership with UMRA.

In terms of other actors that may be involved in the project, FIDA-U mentioned that they may consider engaging with more international partners/networks such as the Economic and Social and Cultural Rights (ESCR) network. They explained that as a national organization, they might be able to strengthen their position when they partner with global networks such as the ESCR in the area of economic justice. Additionally, at the national level, it was suggested that in the future, FIDA-U may consider partnering with the Ministry of Finance directly (although FIDA-U has been working with the Ministry of Finance through the UMRA who are mostly doing work on the microfinance sector) and expressed aspirations to strengthen this relationship as they move forward into future phases of the program to be involved and influence additional sectors outside of the microfinance sector. Furthermore, from the business and human rights angle, FIDA-U expressed that they wish to work more with the investment authority in order to ensure that gender aspects are addressed with investors that come to Uganda, exploring private-public partnerships. While NAWOU reported that, as the policy and programmatic environment keeps changing, they might consider further engagement with other actors. They also shared that in many ways, the COVID-19 pandemic had disrupted previous ways of doing things and accelerated digital aspects of conducting business, revealing a need for advancements in digital marketing. In the context of COVID-19, this might provide a strategic opportunity for NAWOU to partner with the private sector or an organization that specializes in ICT, so they can equip women with digital skills so they can share information online. Additionally, it was

expressed that they wished to partner with an organization that could advance their market potential and support in taking some of the cooperatives to market.

Stakeholder participants did not offer many suggestions of other actors that should be included in the program, but rather contributing input on how the program should be scaled or relationships strengthened. However, when asked if other actors should be involved in the program, one participant from the private sector suggested that further involvement of the Ministry of Health is advisable, since they can provide guidance on food safety issues such as the responsible use of chemicals/pesticides. This stakeholder went on to explain that it would be useful to gain more insights into how production can be bolstered without pesticide use especially for small holder farmers who can potentially contaminate community water sources with improper or excessive pesticide use. He explained that farmers also believe that spraying a crop before harvest will preserve the crop, making it last longer, which can have major health implications and groups that are accountable for the health and safety for the local market should be involved further to ensure consumers are safe.

Both FIDA-U and NAWOU shared that they believe the program has potential for both replication and intensification efforts in the Luwero district and the scale up to other districts, by using the Women at Work Program in Luwero as a model. Although several interview participants recommended that the program should be replicated and/or scaled, it has emerged that this process of scaling could potentially take on several different forms (e.g. setting or population). For example, scaling efforts may take place in terms of context, moving to different areas of Uganda or population by targeting different vulnerable groups of women (e.g. Persons with disabilities or youth). Additionally, one stakeholder at the national level, shared that she believes that Women at Work Program would have the same impact in other districts as well, demonstrating support for the program to be scaled up. She also communicated that this should be done cautiously, so that the community is able to carry on sustainably without funding from the program. It was also suggested by a key-informant from the local government that the reach of services could be expanded to have wider coverage and more capacity on the ground, especially at the community-level. Explaining that awareness of FIDA-U's services (e.g. develop more comprehensive IEC materials on what FIDA-U and NAWOU are doing for the community and duty bearers) or capacity building activities to different government structures could be scaled/improved. Although it is acknowledged that the Women at Work Program was originally implemented in Luwero because of the existing capacity there, several stakeholders shared that there were other regions in Uganda that are also in need of such programming. Furthermore, according to funders, it was recommended that FOKUS maintains a particular geographic scope and expertise in selected thematic areas, rather than expand too fast and be at risk of become too broad.

3.2.4 Programmatic activities and the theory of change

The evaluation team reviewed the Revised Results Framework and Theory of Change (ToC) for FOKUS 2019-2022 which was reportedly informed by FOKUS' Strategic Plan and a consultative process involving FOKUS' staff, implementing partners, and other key stakeholders. This overall ToC aims to promote women's human rights and gender equality globally through a number of strategic interventions such as capacity development; partnerships and alliance building; advocacy and policy analysis; knowledge development and management; and service provision while the program-specific ToC aims to improve the realization of women's economic rights (FOKUS' overall outcome 3). The evaluation team also developed the following conceptual model that complements both the overall and programmatic ToC and results framework in order to provide a more systematic organization of the Women at Work Program. This conceptual model also provides a visual representation of the challenges in which the Women at Work Program currently addresses, mapping the barriers to the problems/root causes to the various dimensions (individual, community, and policy-level) and to display both the program's real and potential impact (measuring positive and negative aspects, as well as intended and unintended changes) on women, institutions, and society. This conceptual model was based on the available relevant documentation provided (e.g. Revised Results Framework and Theory of Change for FOKUS 2019-2022; Revised program information Women at Work, and FIDA-U/NAWOU's reporting).

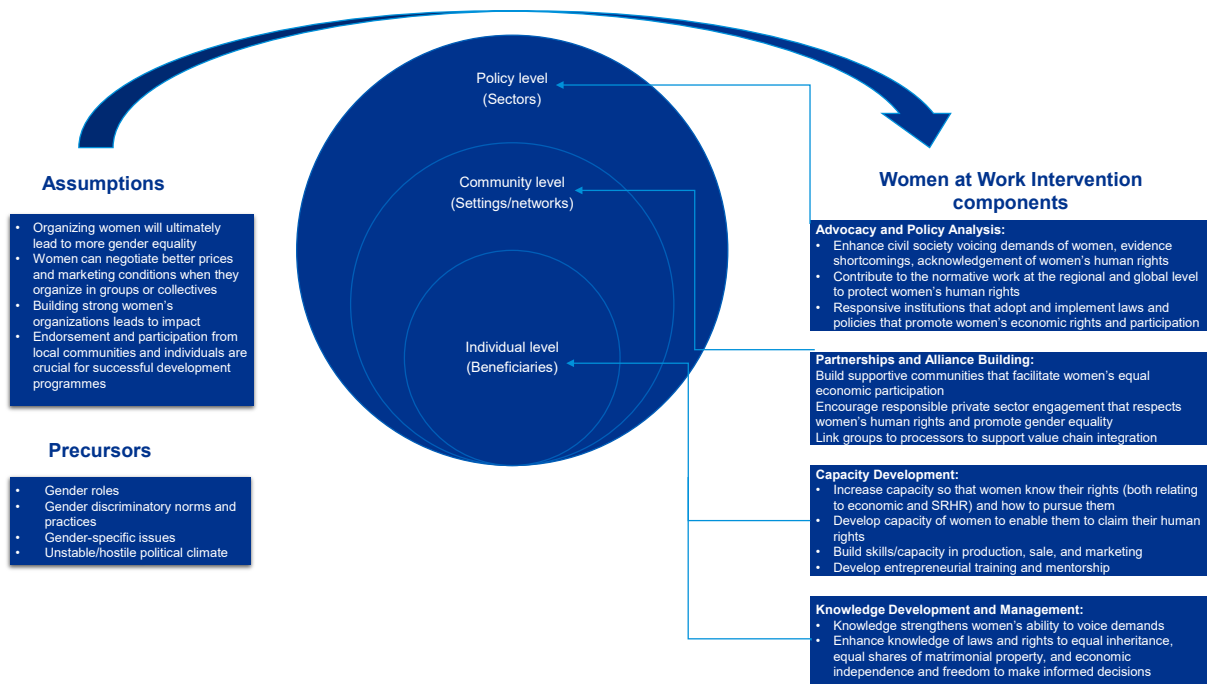


Figure 2. Conceptual model for the Women at Work Program

However, in creating this conceptual model, it became apparent that there is a misalignment between the ToC and results framework. Furthermore, it was observed that very broad outcome indicators were applied in the results framework which may not have a direct connection with the outcomes of programmatic activities described, therefore it is recommended that programmatic activities and outcomes be further revised.

It was shared that the ToC is intentionally kept ambitious in order to allow the flexibility of the implementing partner organizations to have the freedom to meet the needs of the local communities. Although the FOKUS' overall ToC appears to be aligned with the Women at Work Program, the impact goal, to achieve gender equality and empower all women and girls (SDG 5), 8 years before the 2030 deadline could be further refined or specified to show the programs both short- and long-term impact. This may be developed by including the outcomes that are directly aligned with the impact indicators from the results framework (e.g. increase female labour force participation; increase the earned income for women in intervention contexts; reduction in legal discrimination against women).

Although the ToC provides an overview of the program's logic and position within the broader scope of FOKUS's objectives and impact, the ToC could be further reformulated to be more reflective of the complexity of this work, by providing a more detailed narrative of the context-specific assumptions, partnerships, programmatic activities, and intended outputs/outcomes. Throughout this evaluation, both the implementing partners and stakeholders discussed the importance of collaborative partnerships and community buy-in in implementing the program, however these components are noticeably absent from the ToC. As a network organization, it could be suggested that these partnerships are lifted in the programmatic logic, demonstrating their importance in implementing the Women at Work Program in the Ugandan context. Although it was communicated that the ToC is intentionally vague to allow for flexibility and inputs from implementing partners and program beneficiaries, there appears to be gaps surrounding the programmatic activities, outcomes, and impact which could be further strengthened by organizing impact into both short- and long-term goals. Moreover, given the recent incorporation on SRHR into the programmatic activities, FOKUS, FIDA-U, and NAWOU may consider having a more targeted discussion on how to incorporate SRHR into their theory of change and what specific parts of SRHR they wish to address, to provide a clearer overview of the programmatic logic, including SRHR-specific assumptions, barriers, programmatic activities, intended outputs, and outcomes.

One reflection on the program's ToC pertains to the absence of men. Evidence suggests that women's empowerment initiatives need to also be inclusive of men since achieving gender equality fundamentally requires a transfer of power from men to women. Programmatic documents state that the Women at Work Program involves a progressive transformative agenda, however it is suggested that more work could be done to ensure that this approach is inclusive of both men and women in the overall thinking of the organization and programming.

3.3 Effectiveness

Is the program achieving its objectives?	
Effectiveness	The extent to which the project is achieving or is expected to achieve, its objectives, and its results, including any differential results across groups

The program has achieved considerable results in its first two years. The two organizations have provided services to women, women’s groups, and cooperatives in Luwero District, including training in practical skills and business, awareness raising in the area of women’s rights, and has also indirectly contributed to programmatic objectives through lobbying and advocacy on behalf of women and their rights. Some notable achievements involve how more than 2,500 women have been trained in production, sales, marketing, and business creation; more than 30 trainings have been organized on women’s economic justice; multiple publications on women’s rights and business have been published; and more than 4 million people have been reached through media campaigns on TV, radio and social media.

Exogenous challenges have made achievement of objectives as set out in the results framework difficult. On the one hand, a delayed start to the program meant that NAWOU did not meet any of its output objectives in 2019. On the other hand, COVID-19 disrupted the program in early 2020, making many of the program’s outcome and output objectives difficult to achieve. At the same time, COVID-19 also spurred modifications to the program, where the program has been more successful (see section 3.3.4, below).

3.3.1 Outputs achieved

In 2019, the program achieved 5/10 output indicators. Notably, NAWOU met 0% of its targets, while FIDA-U met 75% of its targets. For the 2 FOKUS-reported indicators⁹ both were achieved.

Implementing organization	Measured indicators 2019	Successfully achieved indicators 2019	%
NAWOU	4	0	0%
FIDA-U	4	3	75%
FOKUS	2	2	100%
Sum	10	5	50%

It was reported that the reason for NAWOU’s low performance in 2019 was due to a delay in the commencement of the program. The program only started halfway through 2019, with the funds disbursed in June. However, the results framework and indicator targets do not seem to have been updated to account for this. Furthermore, the delayed disbursements meant that NAWOU was only able to implement a small share of their planned activities for 2019. At the same time, the annual report also documents other delays that stem from obtaining registration for cooperatives because of slow bureaucratic processes in Ministry of Trade, Industries and Cooperatives (MoTIC), planning errors such as activities taking longer than planned, and the order of activities not adding up.

In 2020, the program achieved 13/21 output indicators. It was reported that there were more output indicators in 2020 partly because of the natural progress programmatic planning that necessitates more activities, and partly because of the COVID-19 pandemic (see section 3.3.4 for more information on COVID-19 and outputs). Even with the expanded scope in year 2, the program was more successful in meeting output indicators. This improvement comes from NAWOU being able to meet their targets, increasing its success rate from 0% to 44%.

Implementing organization	Measured indicators 2020	Successfully achieved indicators 2020	%
NAWOU	9	4	44%
FIDA-U	10	7	70%
FOKUS	2	2	100%

⁹ Under the outcome «Capacity of FOKUS’ partner organizations working on women’s economic rights strengthened»

Sum	21	13	62%
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Improvements year on year, although small, could suggest that improvements are happening, albeit slowly. With two more years of implementation, it is not impossible that the indicators are able to be met cumulatively, by the end of the program. To a large extent, the issues with implementation in 2019 were due to the delayed start of the program and transfer of funds, which is likely to be a one-off issue. The fact that achievements were so high in 2020, despite COVID-19 suggests that the program is strong.

Tables 4-8 below provide an overview of the outputs achieved in both 2019 and 2020 for NAWOU and FIDA-U.

Table 4 - Results framework output 3.1

Output	Text	Output Indicator	NGO reporting	Baseline	2019			2020		
				Baseline	Target 2019	Actual 2019	Achi%	Target 2020	Actual 2020	Achi %
3.1	Women assisted to fulfil their economic rights	3.1.1. Types of services provided by FOKUS' partners to women seeking to realize their economic rights	NAWOU	3 media stories on business and human rights were published by two media stations			na	Market advice, business development services, financial assistance, business and property registration	Business development services, farmer cooperatives received agronomical support, cooperative was linked to and joined membership with UCCFS for financial assistance to cooperative members, women groups were assisted to acquire the UWEP funds, business coaching and mentorship	na
			FIDA-U	Legal advice, legal representation, alternative dispute resolution, market advice, business development services, financial assistance, Business and property registration	Legal advice, legal representation, alternative dispute resolution, market advice, business development services, financial assistance, Business and property registration	Legal advice, legal representation, alternative dispute resolution, market advice, financial assistance (financial literacy + book keeping, savings and management of loans), Business and property registration	na	Legal advice, legal representation, alternative dispute resolution, market advice, business development services, financial assistance, business and property registration	<ul style="list-style-type: none"> 696 (526F; 170M) supported with legal aid in the office 26 (17F; 9M) supported through the mobile legal aid clinics 15 business cases finalised 	na
		NAWOU	20	15	-	0 %	30	18	60 %	
		3.1.2. Number of business plans developed to assist women in starting and running economic ventures								

The types of services provided are largely in line with expectations, meeting indicator 3.1.1. Significant changes were made in order to meet the changed demands in 2020 with the pandemic. No explanation is made for 3.1.2. except for the delays in implementation in 2019 discussed above, and the impact of COVID in 2020.

Table 5 - Results framework output 3.2

Output	Text	Output Indicator	NGO reporting	Baseline	2019			2020		
				Baseline	Target 2019	Actual 2019	Achieved %	Target 2020	Actual 2020	Achieved %
3.2	Women's economic capacity strengthened	3.2.1. Number of women trained in effective means of production, sales, marketing, and business creation	NAWOU	780	930	500	54 %	1,230	2,041	166 %
		3.2.2. Number of women farmers organized in cooperative societies	NAWOU	300	300	180	60 %	400	370	93 %

Output 3.2, “women’s economic capacity strengthened” is close to being on track or *is* on track if considering the aggregate results. While 2019 results were low as a result of the delayed start of the program, NAWOU has been much more successful in providing training to women in 2020, despite the challenges associated with COVID-19. The number of women trained (3.2.1) was quadrupled and the number of women farmers (3.2.2) was doubled. It can be reasoned that one reason the 2020 results were so good, was that already trained women assumed the role of community resource persons, and they in turn conducted further trainings of local women during the pandemic.

Table 6 - Results framework output 3.3

Output	Text	Output Indicator	NGO reporting	Baseline	2019			2020		
				Baseline	Target 2019	Actual 2019	Achieved %	Target 2020	Actual 2020	Achieved %
3.3	CSO advocacy efforts on improving women’s access to economic rights strengthened	3.3.1. Number of policy inputs related to women’s economic rights (including policies on Business and Human Rights) submitted	FIDA-U	10	14	5	36 %	18	4	22 %
		3.3.2. Number of trainings on women’s economic justice including gender sensitive human rights due diligence with CSOs and enterprises	FIDA-U	7	1	30	3000 %	2	2	100 %

Output 3.3 has been somewhat achieved, although there appears to be differences between the two indicators used to measure it. While FIDA-U has not been able to provide enough policy-inputs related to women’s economic rights, they have exceeded the target on trainings on women’s justice. In fact, the

number of policy inputs has consistently been lower than the baseline value of 10 per year. One of the reasons given for the lack of policy inputs reported is that they want to avoid double counting this against the outcome indicator of *policies influenced* (3.6), leading to underreporting. As these are on different levels (outputs vs outcomes), this issue could be solved by clarification of the results framework by FOKUS, as also recommended by FIDA-U. Other contributing reasons relate to policy processes in parliament and the presidential elections (early 2021) which disrupted the normal policy processes, leading to fewer opportunities for providing policy inputs.

Table 7 - Results framework output 3.4

Output	Text	Output Indicator	NGO reporting	Baseline	2019			2020		
				Baseline	Target 2019	Actual 2019	Achieved %	Target 2020	Actual 2020	Achieved %
3.4	Knowledge on women's economic rights and participation generated	3.4.1. Number of publications documenting the impact of business on women's human rights produced	NAWOU	-	-	-	na	3	1	33 %
			FIDA-U	-	-	-	na	3	1	33 %
		3.4.2. Number of knowledge-sharing events organized on the interlinkages between business and human rights	NAWOU	-	2	-	0 %	6	3	50 %
			FIDA-U	-	2	2	100 %	6	8	133 %

Output 3.4. has been partly achieved, with NAWOU not meeting any of its targets and FIDA-U meeting one. Neither NAWOU nor FIDA-U met their target of producing publications that document the impact of business on women's human rights in Year 2. NAWOU claims that the target of 3 / 6 (3.4.1 / 3.4.2) is for the entire program rather than their annual target, which might explain this discrepancy. Where NAWOU has been successful, is in creating video documentaries, which perhaps should be counted under the number of publications (but currently is not) which captures dissemination outputs. For the events, NAWOU has attended larger events hosted by other organizations with their material, such as commemoration of women's rights day, which could arguably be counted under 3.4.2.

Table 8 - Results framework output 3.5

Output	Text	Output Indicator	NGO reporting	Baseline	2019			2020		
				Baseline	Target 2019	Actual 2019	Achieved %	Target 2020	Actual 2020	Achieved %
3.5	Awareness of women's economic rights raised	3.5.1. Number of persons informed about women's economic rights	FIDA-U	15,000	10,000	149,459	1495 %	25,000	218,359	873 %
		3.5.2. Number of people reached by media productions on women's economic rights	NAWOU	10,000	-	-	na	200,000	900,000	450 %
			FIDA-U	10,000	-	188,000	-	1,000,000	3,204,015	320 %

Output 3.5, awareness of women’s economic rights raised, has been fully achieved, making it the best performing indicator. Both FIDA-U and NAWOU have overachieved substantially in both years. The explanation for the vastly overachieved targets is the successful use of media channels such as radio, television, and social media, which has allowed both organizations to easily reach hundreds of thousands of people. These media platforms have a wide reach, which also allows them to reach women outside of Luwero District. The use of these media platforms was increased under the COVID-19 pandemic, and will be continued to be employed even when the lockdown is lifted. Another element, voiced by FIDA-U, is that they were more frequently requested by media to speak, which led to even more appearances in media than what was originally planned. Finally, the use of modern media platforms allows the organizations to track their audience and collect data on their media presence. Both organizations were able to record an increase in phone calls and emails following up from these media events, suggesting they did indeed reach their audience and had an effect.

3.3.2 Outcomes achieved

Outcome Indicator	NGO reporting	Baseline	Target 2019	Actual 2019	Target 2020	Actual 2020	Target 2019-2020	Actual 2019-2020	Achievement 2019-2020
3.1. Number of women provided with services related to their economic rights and participation	NAWOU	1560	1710	500	3420	2457	5130	2957	58 %
	FIDA-U	16600	11000	53704	28000	589	39000	54293	139 %
3.2. Number of women successfully registering their land entitlements	FIDA-U	15	10	17	20	16	30	33	110 %
3.3 Share of litigation cases on women's economic rights with a favorable legal outcome (%)	FIDA-U	35 %	38 %	69 %	42 %	40.90 %			
3.4 Number of new women-owned businesses created	NAWOU	15	15	15	30	46	45	61	136 %
3.5 Number of supported women with an income increase of at least 25%	NAWOU	487	350	150	526	230	876	380	43 %
3.6 Number of laws and private and public policies related to women's economic rights influenced	FIDA-U	4	2	5	2	3	4	8	200 %

On the outcome level, 4 out of 6 indicators are on track after 2 years of implementation. On average, achievement in percentage terms for the indicators that have not been met is slightly higher in Year 2 than in Year 1, suggesting a minor improvement year to year. Also, again, low achievement of results in 2019 is in large part due to delays in commencement.

According to FOKUS, the targets for indicators 3.4 and 3.6 were set too low. Both these indicators have already met their four-year target after two years, as it turned out they were easier to achieve than expected. Both were also activities that could continue throughout the pandemic. In order to continue progress on these indicators, it is advisable to increase the targets for the remainder of the implementation period.

The impact of the COVID-19 pandemic has made it very difficult to meet many of the outcome indicators. In particular, the targets related to women’s economic well-being have all taken a hit during the pandemic, as all businesses (including women-owned) have been negatively affected by the lockdown. This has in turn also affected women’s income. The reason why the share of litigation cases with favourable outcomes has dropped is also linked to COVID, as the capacity of the legal system has dropped, and delays are widespread. As the lack of progress can be attributed to external shocks, it is also likely that the effectiveness of the program will return to normal once the restrictions associated with COVID-19 have been lifted and businesses can reopen.

3.3.3 Impacts achieved

The program’s impact indicators are not suited to their purpose. The impact indicators are national scores on various global indices, not reflecting the small and localized scale of the Women at Work Program. It is unlikely that the relatively small program will have an influence on the Ugandan nation-wide female labour participation rate. Furthermore, the indicators do not reflect the theory of change (see Section 3.2.4).

Number	Indicator	Source of verification
1	Female to male labour participation rate (%)	SDG Global report
2	Estimated earned income (PPP, USD) for women	Global gender gap report
3	Legal discrimination against women (Aggregate score of 0-84)	Women Peace and Security Index

3.3.4 COVID-19

The COVID-19 pandemic has adversely affected women in Uganda. While the direct costs in terms of life and health were relatively limited in Uganda, the indirect costs that resulted from the pandemic response had vast negative consequences on the Ugandan economy and women. Most obvious is the economic impact of shutting down businesses and markets, and restricting travel, which resulted in a sharp rise in un- and under-employment. The effect was particularly hard on women. According to the World Bank, in Sub-Saharan Africa, 43% of women-owned businesses closed, compared to 34% of men-owned businesses¹⁰. In terms of the next generation of women, two years of school closures has led to a significant uptick in missed school and school dropouts, which will likely have distal effects in women’s economic empowerment across the country.

In addition to economic consequences the pandemic also brought other indirect effects, such as an increase in gender-based violence (GBV). In April 2020, the first month of pandemic lockdown, the number of GBV cases reported to the police was 3,280, compared to a monthly average of 1,137 cases before COVID-19¹¹. The increase in GBV has also been previously reported during the Ebola outbreak in West Africa in 2014-2016. Moreover, there are multiple channels through which a pandemic impacts GBV, through movement restrictions (meaning that victims are unable to escape a violence); economic stress, increased interpersonal stress, increased consumption of alcohol, social isolation, and other factors which increase the tendency for violence. Additionally, the government’s response to limit/reduce travel, stay-at-home orders, and school closures makes the identification and follow-up of cases of GBV more difficult. Finally, a diversion of capacity and scarce resources that have been directed towards reducing COVID-19 infection has meant that other services (that were originally deemed as none-essential) have diminished during the course of the pandemic^{12,13}.

¹⁰ <https://blogs.worldbank.org/hasikiliza/opportunities-ugandan-womens-economic-empowerment-during-covid-19-recovery>
¹¹ <https://www.frontiersin.org/articles/10.3389/fgwh.2021.780771/full>
¹² Ibid.
¹³ <https://reliefweb.int/report/world/ignored-pandemic-dual-crisis-gender-based-violence-and-covid-19>

As a response to this, FOKUS together with FIDA-U and NAWOU agreed to make revisions to the Women at Work Program. On the one hand, some previously planned activities became difficult or impossible to implement, such as women’s participation in national trade fairs, training activities that involved physical meetings, etc. Other activities became less relevant because the demand for them were reduced. For example, there was a reduced demand for FIDA-U providing assistance to women registering new business since people in general were less interested in starting new businesses because of the general economic downturn and limited business opportunities during the pandemic. However, notably targets for the existing activities were not adjusted accordingly. On the other hand, FIDA-U and NAWOU have added new activities to the program to address rising challenges identified during the pandemic. These include awareness campaigns around GBV and legal support to GBV victims, cash and vouchers for vulnerable households, provision of COVID-19 equipment such as masks, as well as documenting the effects of COVID-19 on the social and economic rights of women.

Reflecting the new reality of the COVID-19 pandemic, and the updated priorities for FIDA-U and NAWOU, FOKUS adjusted the output indicators in the program’s result framework. In terms of the two organizations, FIDA-U’s work is more naturally aligned to the new challenges faced in the early days of the pandemic, such as GBV. Therefore FIDA-U has taken the initiative to request from FOKUS to change priorities to reflect the new reality, and collaboratively in meetings with NAWOU agreed on a new results framework. The additional output indicators can be seen in the table below:

Number	Output	Output indicator	Responsible organization
3.4	Knowledge on women’s economic rights and participation generated	3.4.3. Number of assessments on the impact of COVID-19 on women’s economic rights conducted	NAWOU FIDA-U
3.5	Awareness of women’s economic rights raised	3.5.3. Number of awareness - raising actions on women’s economic rights in relation with and during COVID-19 conducted	NAWOU
1.4	Awareness of violence against women and girls raised	1.4.1. Number of awareness campaigns on violence against women and girls conducted in linkage with COVID-19	FIDA-U
		1.4.2. Number of individuals educated on violence against women and girls conducted during and after COVID-19	NAWOU FIDA-U
		1.4.3. Number of women and girls subjected to violence assisted with essential services	FIDA-U

3.4 Efficiency

Efficiency	Are resources well used?
	The extent to which the institutional structure and program management, including the capacity and the model of the management structure are adequate for achieving the defined results

3.4.1 Timeliness, budget, and financials

Considering the relatively low performance on indicators in the results framework as of the end of Year 2, the program is not on track to deliver the expected results by the end of the program. Although caused mostly by external factors, such as the delayed start to the program and the COVID-19 pandemic, it is unclear if the outputs, outcomes, and impacts as listed in the results framework will be achieved within the original planned timeframe. In the light of the global pandemic, this is likely to be expected from all stakeholders.

The results that have been achieved on or below the original budget. The spending has been largely in line with the budget, even in 2020 when the pandemic forced large changes to the program.

The strong improvement in 2020 compared to 2019 suggests that enhanced results could have been achieved if the spending had commenced earlier. In particular for NAWOU, they spent only 64% of their budgeted expenditure in Year 1, or 69% of their annual actual income. This is related to the delay in the transfer of funds, as discussed in Section 3.3. Even with the effects of the COVID-19 pandemic, results were achieved to a much higher degree in 2020, suggesting that the main impediment to results in Year 1 was the slow start. This also provides a strong indication that performance might stay more consistent going forward, even if it is not enough to make up for the slow start, considering the full duration of the program.

Implementing partner	Budget outturn, expenditure 2019, %	Budget outturn, expenditure 2020, %
FIDA-U	93%	97%
NAWOU	64%	92%

It was also indicated that some measures have been taken to improve the value for money of the program. For example, both FIDA-U and NAWOU coordinate and cooperate with the local government in planning, implementation, and reporting. The two groups also coordinate events with each other so that the fixed costs of organizing events are shared between them, whenever possible. The training-of-trainers model employed by NAWOU means that a relatively low cost on the part of NAWOU can lead to a large number of trainings reaching the final beneficiaries. Similarly, the use of radio shows, TV and social media has proven a cost-efficient way of reaching a large number of women. Another aspect is that women’s groups and cooperatives who have received training are better able to benefit from government programs, for example the Uganda Women Entrepreneurship Program (UWEP), increasing their access to financial services for a relatively low cost on the part of the FOKUS program. One challenge with value for money arising from the pandemic is that the organizations have been unable to host large events, and smaller events have a higher unit cost per participant.

The financial management of the program appears to be sound. NAWOU and FIDA-U have both implemented progressively stronger financial management processes, such as internal and external audits, routine monitoring, and anti-corruption policies. NAWOU is gradually working less with informal businesses to reduce financial mismanagement but are continuing to support the formalization of informal business to allow them to benefit from cooperation with the organization, as well as other benefits of formalization. FOKUS’s financial controller, based in Norway, conducts checks and controls on self-reported data from NAWOU and FIDA-U.

3.4.2 Partnerships, communications, and reporting

The program is inherently built on the ability of local partner organizations – FIDA-U and NAWOU – to deliver services directly to women. FIDA-U and NAWOU are established NGOs in Uganda with local expertise and network. FOKUS has contributed to capacity building in these organizations directly

through training on risk assessments and risk matrices, and indirectly through requests for relatively detailed reporting. All three partners (FIDA-U, NAWOU, and FOKUS) reported a positive impact from the capacity building efforts. Vis-à-vis the donor – Norad – FOKUS has a long-standing relationship with them and have intimate knowledge of what they expect for example from annual reports. FOKUS is able to use this knowledge to support FIDA-U and NAWOU to write reports that are consolidated into reports submitted to Norad. For example, the inclusion of highlights of success stories.

All partners attest to a good working relationship and good communication. FOKUS has voiced that they are happy with the reporting and communications from NAWOU and FIDA-U, and the same is true vice versa. Interviews have also revealed that the division of labour between NAWOU and FIDA-U has worked well, to the extent that they organize joint events and other shared activities to lower costs, while simultaneously filling different niches. A particularly positive case of effective communication is the quick turnaround in restructuring the program under COVID-19, where the partners all voiced positive feedback on the close collaboration and flexibility of involved partners. This is despite restrictions on travel and a rapid transition to online communications. One helpful factor contributing to this is the good relationship already established between FOKUS, FIDA-U and NAWOU before the onset of the pandemic. Reporting is considered adequate by both Norad and FOKUS. **FIDA-U and NAWOU report progress on the results framework and financials compared to the budget twice per year, after 6 and 9 months. FOKUS has suggested this be decreased to once per year after 8 months, as 6 months is too early to record any progress.** Any reported challenges to the communication and reporting come mainly from staff turnover in FIDA-U, NAWOU and FOKUS. **Staff turnover combined with poor handover processes and institutional memory means the capacity building done with staff at these organizations tends to be short-lived.** This is reported to be the case both for the implementing organizations and for FOKUS reporting to Norad.

Other external stakeholders interviewed also report good cooperation and collaboration with FIDA-U and NAWOU. Both FIDA-U and NAWOU have close collaborations with other relevant NGOs in Uganda, which have learned from FIDA-U and NAWOU, extending the reach of the program indirectly. One stakeholder at the national level indicated that they have a good working relationship, specifying that FIDA-U/NAWOU are very forthcoming, and know how to be proactive where the regulator/government is slow. This participant also expressed that they felt that FIDA-U and NAWOU were financed well, proactive, dedicated, and provided additional support where necessary. What appears to be lacking, however, is a structured and/or formalized system of knowledge sharing from FIDA-U and NAWOU to other similar NGOs, despite a myriad of NGO networks. There could be room for improvement in the program in facilitating this knowledge transfer to allow other NGOs in the wider networks to leverage the Women at Work Program. Luwero Local Government officials also report a close collaborative cooperation with FIDA-U and NAWOU. The Local Government works with NAWOU in particular on the issue of women's groups and productive activities, as well as SACCOs and VLSAs. With the onset of COVID-19, the Luwero Local Government probation office worked with NAWOU on the response to domestic violence. The priorities of the Local Governments and NAWOU are well aligned, but the Local Government would like to see NAWOU working also on promoting the political participation of women, which would have other follow-on benefits.

There are no indications that FOKUS cooperates or collaborates with other funders of FIDA-U or NAWOU. Both organizations are relatively large nation-wide NGOs in Uganda, receiving funds from donors such as UN Women and Irish Aid. FOKUS has not reported communicating with any of the other donors. This type of communication would be likely to have positive effects in terms of harmonization and leveraging synergies. As a general point, the landscape of women's NGOs in Uganda is crowded and complex, and as a funder, FOKUS could potentially benefit from being involved more with other funders as well as larger umbrella organizations such as the Uganda Women's Network to coordinate efforts.

3.5 Impact

What difference does the program make?

Impact The extent to which the program is generating or is expected to generate significant positive or negative, intended or unintended, changes on women, institutions and society.

3.5.1 External factors that may endanger the impact

External factors and conditions in Uganda present several challenges to the overall impact goals for the Women at Work Program.

The space for civil society in Uganda has been under pressure over a period of time, and annual reports as well as KIs have described a shrinking space particularly over the past five years. Advocacy efforts and freedom of expression have been increasingly challenged, and the conditions have caused delays in program implementation, including security risks faced by human rights defenders and other partner organizations. Some ministries are reportedly easier to work with than others on issues impacting the goals of the program; shifts in government priorities may make it more difficult to gain influence on various processes.

The Ugandan Government is undertaking several large initiatives under their National Development Plan 3. In particular, the newly launched Parish Development Model (PDM)¹⁴ is a key effort to foster economic growth and eradicate poverty. While this is aligned with national policies, as described in section 3.2.2, and one of seven pillars is “mindset change” and cross-cutting issues like gender, environment and disability, several stakeholders expressed concern whether the PDM’s implementation will be able to deliver on gender equality commitments, especially as it targets households. Another cause for concern was the absorption of the UWEP into the PDM, leading stakeholders to fear funds will be diverted to other priorities, despite the intention to continue the program. In general, stakeholders question the government’s capacity and will to prioritize gender equality issues in a political environment mainly focused on private sector led growth.

Deeply embedded and discriminatory gender norms and practices remain a challenge for achieving the Women at Work Program’s goals. As described in the proposal, the NGC evaluation found that while program activities in the previous phase had increased women’s ability to claim their rights, the disputes were not necessarily resolved to their benefit. In previous compensation schemes for loss of land due to oil sector development, men were the ones receiving the titles, further entrenching gender inequality. There are also communities where polygamy is common, often leaving the women vulnerable. Several stakeholders and focus group members shared observations around men’s lack of support and, in some cases, direct hinderance or sabotage of women’s efforts. This may be in the form of husbands opposing their wives participating in various activities, or larger groups of men and boys in communities feeling resentment towards the shift in power balance as well as a feeling of being left behind by this and other initiatives.

It was also shared by a few stakeholder participants that climate change is a major challenge affecting women’s economic empowerment in Uganda, since when climate change threatens livelihoods and security it is often women who bear the heaviest burden. This is especially relevant for the Women at Work Program’s horticulture-based activities. Furthermore, one stakeholder shared that since farmers are dependent on weather, a lack of irrigation systems may mean that during dry seasons, the quality of produce is low, and there is no possibility of stable and year-round supply, if dependent on the rains.

COVID-19 pandemic – see section 3.3.4.

¹⁴ [Uganda: Parish development model launched - African Business](#), [Uganda's new 'parish' model tries development from the grassroots \(theconversation.com\)](#), [The Parish Development Model \(independent.co.ug\)](#)

3.5.2 Contributions to national policies

Several stakeholders from civil society at the national level reported a strengthened coordination of advocacy efforts, including through the formalized networks and groups described in sections 3.2.1 and 3.2.2. Strengthening the women's networks also serves to amplify women's voices, and women-led platforms in the district allows addressing issues towards duty-bearers.

In order for Uganda to reach their ambitious goals to reduce poverty and improve the national economy, it is crucial for gender perspectives to be incorporated. Stakeholders maintain the important role civil society has in this, both to hold the government to account and contribute with a broadened knowledge base. Examples of processes where FIDA-U have contributed to this is the national action plan on business and human rights, where FIDA-U provided a comparative study as well as consultations with women working in mines, and both FIDA-U and NAWOU supported the drafting of operational guidelines for the Uganda Microfinance Regulatory Authority, also including stakeholder consultations. Stakeholders representing the government report a good and productive working relation with FIDA-U and NAWOU, saying that they know how to be proactive when needed.

While the development of the National Action Plan on Business and Human Rights seems to have been successful, the implementation of the plan will be a greater challenge and will need continued attention. The same is true for further explorations of how the action plan may be made relevant for the more informal sector in rural areas, which the Women at Work Program has mainly been targeting.

3.5.3 Unforeseen and unintended positive impacts

It is also worth mentioning, although maybe not entirely unforeseen and unintended, the positive impact the Women at Work Program has had on women's lives and their sense of meaning, pride, confidence and worthiness. One beneficiary participant shared,

"I want to tell you that I earn 10,000 daily as a lady just out of selling samosas in the school. It's me who decides how many to make and sell. So, they told us that we should not despise work and we should love it. I sell samosas and I love what am doing." (FGD 1)

Furthermore, the program had reportedly positive impacts for participants' children and families.

Participating women can provide more for their families, including buying necessary school supplies for children and easing the burden for all members of the family. For some, a more harmonious home life is strengthened by better awareness and enforcement of women's rights:

"Previously, I would wake up at 8am and go to the garden where I would spend my entire day. But NAWOU came and they started teaching us. My mind was broadened and after our Sacco had started, I borrowed money from the Sacco and then started selling cooked food. Now I see that there is improvement in my life. Previously I was growing food for entirely home consumption and the little that would remain I would some time sell it at a low price. But now I can earn some money even when the child is demanding some school materials I can come in and provide." (FGD 1)

"We are now peaceful, even when the man has gone away, you can no longer get worried about food. If he has gone away before giving you food, you can use the money you have to buy the source, if the child needs money to buy books and pens, you can provide it. You do not wait for the husband. The men are also happy now." (FGD 1)

From the focus group discussions with beneficiaries it also emerged that male champions have been identified through attending events, and the involvement of men in one of the focus groups had substantially increased over time. Men in the group shared that they were motivated to join the group when they saw their partners prospering and that they had never regretted their decision:

"Personally, I did not feel bad because when she joined, I observed her and realized that she was going ahead of me in different things. I realized that she was doing different things and even the situation at home had changed, there was improvement in our finances. From

there I just kept quiet in fact I started reminding her about their meetings. So, I decided to also join.” FGD 1

“They first get problems in the beginning but the knowledge and economic empowerment that you get and start supporting with paying school fees, buying shoes for the child and buying lotions for you makes the man happy.” (FGD 1)

There is also evidence to suggest effects on the wider communities. The local economies are positively impacted, there is more awareness of women’s rights including GBV, and at least some places see an increase in women’s political participation. One stakeholder at national level reported that incomes in Luwero have increased. One beneficiary described the benefits of the community from the diversification of agriculture activities:

“The community is benefiting in a way that, I heard of this lady who is rearing animals. The milk is available; the eggs are available because she is rearing chicken. So, we can no longer go looking for eggs and milk from distant villages. So, we have everything we need in the community, so all people are happy in this community.” (FGD 1)

In addition to benefiting the community overall, the emphasis on basing business decisions on market analyses and local needs also strengthens the viability of new activities and has a multiplier effect on the local economy. One beneficiary shared her thoughts on the benefit of the advice from NAWOU:

“The reason why I decided to rear chicken is because when they were teaching us, we were told that we should start businesses that have ready market. We have some of our colleagues who are in to growing maize so who will buy their maize. So, I decided to rear chicken so that I could buy maize from our colleagues to feed the chicken. So, we provide market for them. After selling the chicken, the maize farmer buys the chicken waste to put in his garden as manure for his maize to grow well so that he can sell it to you again. Because NAWOU told us look at the area and which category of people and businesses are in that area before starting a business. If I rear chicken, I will sell manure to you and I will buy maize from you.” (FGD 1)

Having FIDA-U present and active in the communities also seems to have a positive effect beyond the specific cases they help beneficiaries with. One woman shared the preventative impact of highlighting women’s rights in general:

“They introduced FIDA to us, all of us here are married, but men no longer chase us from homes. Everything is moving on smoothly because the men fear to be reported to FIDA. I thank NAWOU for that.” (FGD 1)

Women have benefited from the leadership trainings organized by the program partners, and one participant in a FGD reported to have become an LC1 chairperson, a position previously held exclusively by men.

“We were taught leadership skills. What are the qualities of a leader? A leader should not be shy; he should be well behaved and not discriminating according to tribe and religion, a good leader should be approachable, even women can become leaders and as I talk now we have our chairperson who is a lady and she is not shy. So, they said that we could take up any leadership position as women. If you are chosen, you should not fear, you should accept to work, and you should not be a hypocrite and you should be fair when judging.” (FGD 1)

3.5.4 Negative impacts on the target population

There are still remaining negative impacts on both men and women by the reactions of some men to program activities, despite improvement over the program period of how men are involved. One participant from the private sector shared that some potential negative consequences may be that since they encourage enrolment of households, men might be overbearing and there could be a negative backlash. Another stakeholder from Luwero expressed concern about the feeling of resentment among especially boys and young men at what they perceive to be an overwhelming

amount of initiatives targeting women. This may also make implementing changes difficult for women:

“NAWOU has worked with women but the challenge is that men are not informed. So, if there is a way that organizations could also think about the men then that would be good. If you move as a woman and get to know the goodness in educating a child, when you talk to your husband, he can decide to start quarrelling. So, the woman is burdened because she wants the child to be like what she learned about but the man may not understand it.” (FGD 2)

Some of the participating women are also concerned about the role of men being neglected. For example, one participant described how men could also be oppressed.

“I am not so much in support with FIDA because most of its laws oppress the men and it sometimes leads to some of the women to override the men. So, I would request that FIDA becomes fair and also look into men’s concerns. The men are sometimes over oppressed and even we the leaders fill bad. So FIDA is not fair at all and I say this as a leader.” (FGD 1)

The limited capacity of program activities is another potential source of concern and challenges, both for those who are allowed to participate, and those excluded:

“Another thing is that NAWOU invites us for trainings and it selects like ten people then the rest remain complaining thinking that we have gone to benefit, and they have been left out. So, I think NAWOU should address that.” (FGD 1)

It can be challenging to manage expectations created when implementing a program such as this.

The general lack of services and rights fulfilled by duty-bearers can create or highlight further frustration and resentment among parts of the target population and their communities. One beneficiary shared,

“NAWOU has empowered us as women but we have young girls who are yet to become women, they have no one to help them. They have got pregnancies at tender ages, they have dropped out of school at tender ages, the Government has neglected them, and the parents have failed to take care of them.” (FGD 2)

3.5.5 Limitations to assessing impact

The timeframe for the program is too short for there to be significant impact on the larger society, as described in the introduction and section 3.3.3, and the impact indicators are not suited to measure any such impact the program may have had. The main activities in the program are also limited to a single district, Luwero, although there is some evidence to suggest national advocacy efforts have been effective. However, from the available data, included feedback from beneficiaries, we were able to assess some of the current and expected impacts that may in part be attributed to the program, as well as factors to be aware of.

3.6 Added value

	Does FOKUS add value?
Added value	The extent to which FOKUS is adding/has added value in the achievement of results and impact of the program.

3.6.1 Added value of FOKUS and the organizational model

FOKUS is perceived by its two Ugandan counterparts as a supportive and important partner. The role of FOKUS in the Women at Work Program is not generally well known among other stakeholders in Uganda. Those who have knowledge of FOKUS perceive them as a flexible donor/partner who contributes much needed attention and support to women's economic rights, as well as related issues such as GBV.

While FOKUS' role has not changed significantly throughout the program period, circumstances demanded changes in the implementation mode and follow-up. Despite of, but also due to, the travel restrictions, the frequency of communication and follow-up increased. The flexibility in terms of adjusting the program according to changing needs was much appreciated by NAWOU and FIDA-U.

According to a stakeholder funder, her perception is that FOKUS is able to localize their approaches, not a one-size-fits-all approach. The overall perception is that FOKUS and the Women at Work Program has been able to identify good local partnerships that have built community trust working through local civil society, engaging with government and courts. One stakeholder from the private sector shared, that they went to NAWOU specifically because these groups had already been formed and the structural elements are key to implementation (e.g. governance and rules in place).

For Norad, having one partner agreement is the same amount of work and follow-up whether partners are smaller or larger, and Norad is unable to have smaller agreements with everyone. Having one framework agreement with FOKUS makes their work more efficient, making it a preferred way to work with smaller implementing partners. FOKUS also is able to follow up with their partners in a way that Norad cannot in terms of capacity building. Many conditions are required in order to be able to have an agreement with Norad, and the trend from the donor is towards larger agreements. The program's organizational model thus eases the communication and interaction with Norad. The program also seems to be able to generate good results with a relatively small amount of funding.

The power relations between the partners seems to be equal and balanced. The approach from all partners is based on the needs as they are assessed by NAWOU and FIDA-U, through their experience with the program implementation as well as observations and analyses in the communities, and support from FOKUS to adapt to these. The cooperation between NAWOU and FIDA-U has also been significantly strengthened throughout the program period.

3.6.2 Added value to partner organizations' capacity development and strategic priorities

All three partners seem satisfied with the cooperation on capacity development. FOKUS reports improved quality of reporting, including risk matrixes and quality assurance of reports, from the two Ugandan partners and a general strengthening in capacity as they are growing. FOKUS has also supported the identification and mitigation of risks, including capacity support on financial reporting and mitigation of corruption. NAWOU is also satisfied with the technical support from FOKUS and finds that this has become stronger over the course of the program. FOKUS has developed a capacity building tool which they hope to use more strategically in the next program period.

FOKUS has also contributed to their partners' strategic priorities. Their interest in women's economic rights was important for FIDA-U's expansion from working with legal aid and access to justice in a broader sense, to a specific focus on economic justice. A clear example of this is the introduction of Business and Human Rights, which has become an important and strategic topic for FIDA-U, as well as FIDA internationally.

FOKUS' experience and knowledge of working with GBV and SRHR is another important contribution. Especially with the surge of GBV in the wake of the COVID-19 pandemic, FOKUS member organizations as well as experiences from the Ethiopia program have been valuable and aiding the flexibility and responsiveness of the Women at Work Program.

The inclusion of people living with disabilities is supported by FOKUS, including through funding from other sources such as the Atlas Alliance. There have been efforts to include groups of women with disabilities in the program activities, as well as cooperation with DPOs in advocacy. However, it seems inclusion mainstreaming is still an underdeveloped area in the Women at Work Program.

3.6.3 Other potential added value

As stated earlier, both Ugandan partners are very happy with FOKUS' role and support. NAWOU does report any other requests or needs, while FIDA-U is interested in even stronger support for institutional needs, such as procuring their own office, establishing a paying wing and a leadership academy of members. They would also like increased funding for human resources to cater for a growing program.

More support on inclusion of people with disabilities can improve the Women at Work Program. Especially support on how to mainstream inclusion as well as having dedicated activities or particular groups of women with disabilities may strengthen the overall inclusiveness. The strategic opportunities from the COVID-related experiences and learning can be leveraged further in this endeavour. FOKUS can perhaps support knowledge sharing with other organizations on how technology and digital tools can be used for more universal access.

Experience from other organizations and programs can support the involvement of men and boys in a more strategic and comprehensive manner. The Ethiopia program has a male engagement program taking a holistic approach, and lessons from this can be helpful to include topics such as SRHR and GBV in specific activities toward men and boys.

One stakeholder from the regulatory authority expressed a wish that donors should also work more closely with regulators and communicate directly. They were particularly interested in assessing the success of programs and interventions to guide future initiatives.

4. Recommendations

In the following chapter, recommendations for future programming and implementation are summarized (based on the evidence discussed in Chapter 3).

ToC and Results Framework

- **Restructure the results framework to have more achievable impacts.** It is recommended that the ToC could be improved by including both short- and long- term impact to enhance understanding of where the program aims to go. Therefore, it could be suggested that the program’s impact is revisited to provide a more focused/targeted approach that can be continuously adjusted, if flexibility desired, without being too top down. Furthermore, it is suggested that the narrative section of the ToC also includes further reflection on the short- and long- term impact.
- **Work to align the ToC with the results framework.** It is suggested that further work is needed to align the ToC with the results framework. In essence, the evaluation team found that there was a mismatch between the actual activities and what indicators are used to measure programmatic success. Although we acknowledge that this mismatch may be due to donor requirements, we felt that both the ToC and results framework could be vastly improved if they were harmonized and utilized specific outcome indicators which complement the individual components/outputs of project activities. Furthermore, we observed a program that involves collaborative partnerships and the prioritization of local community-identified needs that is being evaluated by broad and sometimes indirect outcome and impact indicators. Therefore, it is suggested that further reflection is made, with relevant actors, pertaining to which activities comprise the program, which targets to include, and how progress is measured in the ToC and the corresponding results framework. It may also be useful for FOKUS to facilitate a collaborative workshop in this regard and conduct an outcome mapping exercise.
- **Ensure that all the good work being done in the Women at Work Program is reflected in the ToC and results framework documents.** It was also observed that the results framework and ToC documents in their current state are not reflective of all programmatic activities, which were reported in the annual reports. In order to ensure that implementing partners are credited for all the progress made, it is recommended that more attention is paid to the results framework to ensure all the good work being done is accurately monitored and recorded. This can also facilitate more accurate reporting of the progress and overall impact in the targeted communities.

Scaling and continuation

- **Consider expanding to other areas of Uganda where the need might be even higher.** Luwero District is close to Kampala and is not situated in the poorest regions of the country. There are also regions like Karamoja, where there is a great need for women’s economic empowerment. With the experiences gained after working with NGOs in Luwero, FOKUS should consider expanding the program to other regions, ideally based on a needs assessment. However, we acknowledge that there may be challenges in identifying strong NGOs (as was done in Luwero) in these areas.
- **Conduct a new needs assessment given the current context of COVID-19.** This needs assessment could be targeted on whether resources, capacity or focus need to be shifted/adapted to accommodate a post-pandemic context which identifies what is the current post-pandemic context; what are the changing needs/priorities of the community in

this transitional period, and do programmatic activities need to adapt or be adjusted to meet these needs.

- **KIIs suggested that further efforts could focus on:** the financial literacy of women, strengthen mentoring and coaching activities to include more beneficiary-led mentorship, continue to develop the SRHR component to address the interlinkages between women's economic empowerment and SRHR issues such as GBV, interpersonal violence, FGM, child marriage and unintended pregnancies; disrupted formal education; further capacity building regarding food safety issues and political participation; corporate accountability and Business and Human Rights.
- **Markets are another arena where women's rights are often violated and may be explored for future program activities.** Higher fees, lack of water and sanitation facilities, lighting, security, etc. are difficult issues for women to address alone, as they are often excluded from decision-making arenas, and may be better positioned to improve together.

Communication

- **Institutionalize peer learning among NGOs in their many networks to disseminate lessons learned from FIDA-U and NAWOU throughout the program.** While the program has been quite successful at building capacity in the two partner NGOs, the dissemination of lessons learned within the networks of Ugandan NGOs could be improved. It is likely that FIDA-U and NAWOU have learned lessons that could be transferred to other similar NGOs, working for example in other regions of the country, or on similar topics. FOKUS could achieve a broader impact and enhance their value added to the program by assisting NGO networks such as Uganda Women's Network to setup structured and/or formalized knowledge dissemination processes.
- **Continue to strengthen existing partnerships.** Both FIDA-U and NAWOU shared an extensive network of partners who contribute to the success of the Women at Work Program. It is apparent that strengthened partnerships and mutually beneficial collaboration has positioned both FIDA-U and NAWOU a seat at the table to address important issues regarding women's economic empowerment that have been raised over time. Therefore, it is recommended that implementing partners continue to strengthen these existing partnerships to continue to foster participatory and collaborative approaches to programming, based on community-identified needs. Furthermore, closer communication with other donors would likely have positive effects in terms of harmonization and leveraging synergies. As a general point, the landscape of women's NGOs in Uganda is crowded and complex, and as a funder, FOKUS could potentially benefit from being involved more with other funders as well as larger umbrella organizations such as the Uganda Women's Network to coordinate efforts.
- **Continue close dialogue and communication between the program partners.** All partners agree that the relationships and communication are well-functioning. It will be important as the world moves beyond the COVID-19 pandemic to continue the beneficial impact it has had on the cooperation, as well as the flexibility and adaptability of the program.

Inclusion

- **More authentic and strategic inclusion of men throughout programming.** It may be advisable to specifically target men in the Women at Work Program more systematically, so that selected activities are reflective of men's role in women's economic empowerment, especially since achieving gender equality fundamentally requires a transfer of power from men to women. It is important that the involvement of men is included in women's empowerment programming and how the program will work to ensure that the authentic empowerment of women can be achieved.
- **Leveraging on the work that has already been done, it is recommended that there is further development on how the program implements special measures to include persons with**

disabilities. Are all programmatic activities accessible to persons with disabilities which include those who have physical, mental, intellectual, or sensory impairments and who may encounter various barriers that hinder their full and effective participation in programmatic activities? It may also be recommended to identify how disability and gender intersect to see how best to ensure authentic and useful inclusion efforts are mainstreamed, which work to diminish barriers of marginalization, and/or exclusion. Additionally, it may be suggested that work is done to make the program more inclusive, working together with donors to ensure a shared understanding/prioritization on how to properly incorporate PWDs in the Women at Work Program. This will also help ensure that inclusion efforts are not negatively impacted by strict donor requirements.

Annex I. List of consultations

Stakeholder group	Institution	Position
CSO level	Uganda cooperate accountability consortium	Coordinator
CSO level	Uganda Women's Network	Director of Programs
District level	Luweero District Probation Office	Senior Probation officer
District level	Luwero Local Government Officials	District Commercial Officer
FIDA-U	FIDA-U	Chief Executive Officer
FIDA-U	FIDA-U	Project Manager
FIDA-U	FIDA-U	NA
FOKUS	FOKUS	CEO
FOKUS	FOKUS	Program Advisor
Funder	Norad	Senior Adviser Department for Human Development, Section for Gender Equality
National level	Uganda Microfinance Regulatory Authority	Executive Director
NAWOU	NAWOU	Executive Director
NAWOU	NAWOU	Project Field Officer
NAWOU	NAWOU	NA
Partner Actors	Action Aid Uganda	Women's Economic Empowerment Technical Officer
Partner Actors	Emmanuel Agro Limited	Co-founder and managing partner
Partner Actors	Uganda Cooperative Alliance	Regional Manager (central region)
Partner Actors	Uganda Central Financial Services (UCCFS)	Regional Manager
Partner Actors	Uganda Microfinance Regulatory Authority (UMRA)	Manager

Annex II. Overview of the role and function of collaborating organizations

FIDA		
Name of organization	Organization type	Role/Function
<i>Ministry of Gender Labour and Social Development (MGLSD)</i>	National	<p>It was reported that the MGLSD has provided platforms that have allowed FIDA-U to accelerate their advocacy efforts. According to the FIDA-U's 2020 Annual report, the MGLSD has asked FIDA-U to support and participate in the drafting of the cabinet memo.</p>
<i>Uganda Women's Entrepreneurship Program (UWEP)</i>	National	<p>UWEP is an initiative of the Government of Uganda that is aimed at improving access to financial services for women and equipping them with skills for enterprise growth, value addition and marketing of their products and services. The Program is designed to address the challenges women face in undertaking economically viable enterprises including the limited access to affordable credit, limited technical knowledge and skills for business development, limited access to markets as well as information regarding business opportunities.</p> <p>The program has increased participation of women in business development, increase their incomes, livelihood security and overall quality of life.</p> <p>FIDA-U met with UWEP to discuss the status of UWEP during and after COVID-19 pandemic and areas of collaboration between FIDA-U and the MGLSD on economic recovery. UWEP also invited FIDA to participate in the steering committee of UWEP, to support in the management of the operations and accountability of the fund, additionally, a country coordinator of UWEP led 21 FIDA-U staff in an orientation on economic justice work and its scale-up.</p> <p>FIDA lobbied the MGLSD and was admitted to the steering committee of that Fund. The steering committee manages the operations and accountability of the fund, this therefore presented FIDA-U with an opportunity to be part of the team that discusses the critical issues of the fund. FIDA-U went to sign an MOU with MGLSD on this Fund and their role has been to conduct research on issues of women economic empowerment, sensitization of women's groups on book keeping, group cohesion, opening and operation of bank accounts to enable them benefit from the fund and extension, engage with other bodies on ensuring that more vulnerable groups like women living with HIV, PWD, Women in areas that have been affected by conflict</p>
<i>Uganda Export Promotion Board</i>	National	<p>The Uganda Export Promotion Board is a public trade support Institution established to coordinate the development and promotion of Uganda's exports, collaborate regarding their mandate of providing trade and market information services, developing exports, and organizing both domestic and international trade missions aimed at fostering export growth.</p>

		<p>FIDA initiated collaboration with Uganda Export Promotion Board- which is a public trade support Institution established to coordinate the development and promotion of Uganda's exports, to collaborate regarding their mandate of providing trade and market information services, developing exports, including technical advice in production and post-harvest handling, and test marketing new exports, and the provision of trade promotional services, including organizing, coordinating and participating in trade fairs, and organizing both domestic and international trade missions aimed at fostering export growth. we targeted them to enhance markets for our groups beyond Uganda. An MOU was proposed but has not been concluded.</p>
		<p>CFPU refer children to FIDA-U for further handling and guidance including counselling and explaining to children what their rights and responsibilities, their guardians on their legal roles towards the children. FIDA-U also follows up with the CFPU to help resettles children or delivers them to 'safe homes'. FIDA-U also has an office at the Child Family Protection Unit to help the legal officers to better work with the police.</p>
<i>Child and Family Protection Unit (CFPU)</i>	Local	<p>CFPU-FIDA-U began working with the Child and Family Protection Unit (CFPU) to handle cases of GBV and other forms of violence experienced by women and children during the first COVID-19 lockdown. At the height of COVID-19 that was accompanied by restrictions including travel bans (before FIDA-U got movement permits) FIDA-U referred several cases to the police, however we received feedback from clients about them being unable to help survivors with accessing hospitals, recording statements and handling perpetrators because they were spread thin between handling these cases and implementation of the several presidential directives to curb COVID -19. Therefore, FIDA-U lobbied the district task force and the regional police of Luweero district to be allocated an office at the CFPU to complement work of the police in handling these cases.</p>
<i>UMRA</i>	National	<p>Uganda Microfinance Regulatory Authority (UMRA) is a government agency established under Tier IV Microfinance Institutions Act and is mandated to promote a sound and sustainable non-bank financial institution's sector. FIDA-U and NAWOU have worked closely with the government through UMRA to improve microfinance possibilities for marginalized women and fulfil women's economic rights and needs by enhancing financial inclusion, financial stability, and financial consumer protection. This collaboration has informed national guidelines on Village Saving and Loan Associations (VSLAs). FIDA-U and NAWOU raised their concerns and gave input to UMRA regarding women's access to economic rights during the pandemic. This in turn made UMRA develop important guidelines on how to borrow and repay loans during lockdown.</p>
<p><i>Financial institutions:</i></p> <ul style="list-style-type: none"> • <i>Post Bank Uganda</i> • <i>Centenary Bank</i> • <i>Brac HQ</i> • <i>DFCU Bank</i> • <i>FINCA</i> • <i>Finance Trust</i> • <i>Equity Bank</i> • <i>Opportunity Bank</i> 	Local	<p>FIDA-U engaged with eight financial institutions that directly work with vulnerable clients. The meeting was a platform where institutions shared how COVID-19 has affected their operations and repayments, especially from vulnerable clients like market vendors, retail shop owners, farmers, nurses and women in general. FIDA-U also consulted the institutions on what they would like to include in the SOPs for VSLAs to enhance financial inclusion. It was as a result of this meeting that the SOPs got enriched in terms of the clause on linking of self-help groups with financial institutions depending on their development plan.</p>

<i>Police station</i>	Local	FIDA-U lobbied the regional police and the Luweero district task force for collaboration which resulted in FIDA-U getting an office at the regional police at the Child Family and Protection Unit. As a result of these meetings, the taskforce agreed to FIDA-U's request to set up a help desk at the police station, and offered FIDA-U an office at the Child Family Protection Union unit to help the legal officers to better work with the police. The police station(s) have continued to work with FIDA-U a result. FIDA-U continues to play a role in the referral of cases especially of sexual violence involving children and women. They also support in handling of cases.
<i>Health centres</i>	Local	FIDA-U observed that conducting the dialogues at the health centres enabled them to reach out to more women than men. FIDA-U reports that they have therefore changed the approach and now conducts dialogues in the places where women carry out their care work, such as health centres. FIDA-U targeted days health centres had designated for HIV

NAWOU		
Name of organization	Organization type	Role/Function
<i>Luweero District Local Government</i>	Local	According to NAWOU's 2020 Annual report, NAWOU worked with Luweero District Local Government to increase access to economic services among women in business. Furthermore, the Luweero District Local Government supported cooperatives in acquiring certificates of registration from the Ministry of Trade, Industry and Cooperatives. It was also reported in interviews that the local government officials at the district level have been supportive of the project which allows for ease and flow of information and participation during project implementation processes.
<i>Uhuru Institute for social development</i>	NA	The Uhuru Institute for social development supported cooperatives process and helped in obtaining certificates of registration from the Ministry of Trade, Industry and Cooperatives and also in partnership with NAWOU provided cooperative business coaching, mentorship and operational support in aspects of enterprise development, leadership, governance, and financial management. The organization also supported the formation and registration processes of the 7 primary societies that were formed directly through the project. The Uhuru Institute has participated in the NAWOU documentation processes and shares knowledge on cooperatives – featured in the 2018 NAWOU project Documentary, the 2020 National dialogue organized by NAWOU and FIDA Uganda on COVID 19 economic recovery and organizing the cooperative week activities in commemoration of International Cooperative Day. They also supported with development of Board charters and a monitoring tool for cooperatives.
<i>Uganda Women Entrepreneurship Program (UWEP)</i>	National	<p>UWEP is a government program targeting women in business implemented by the MGLSD through the different local government structures since 2015 to date. The programs target groups of women undertaking business and offers them with revolving funds for business expansion, capacity building, value addition and marketing. NAWOU reports to have worked closely with local government to ensure organized groups of women are supported to benefit through such programs.</p> <p>UWEP also participated in the e-dialogue on COVID-19 economic recovery process on the theme "Women in business, the daunting road to recovery" with NAWOU and FIDA-U. It</p>

		<p>was further reported that this e-dialogue also promoted advocacy for effective response actions in addressing the current economic challenges escalated by the pandemic. It was also mentioned that NAWOU assisted women groups to acquire the UWEP funds.</p>
<i>UN Women</i>	International	<p>UN Women coordinates CSW engagement processes with different stakeholders during which NAWOU participants shared experiences on women economic justice program implemented in Luwero. UN Women also supports NAWOU on gender-based violence prevention which forms a basis for their learning on the various strategies employed to combat GBV.</p>
<i>Ministry of Trade, Industries & Cooperatives (MOTIC)</i>	National	<p>The Ministry of Trade, Industries & Cooperatives (MOTIC) is a government body that supports with legalization, regulation, trainings, and follow up of cooperatives in the country. The body supported with the registration of the 7 cooperative societies formed out of the project. It also supports other cooperatives to fulfil the legal obligations as stated in the Cooperatives Act. The body monitors the functionality of cooperatives and supports in addressing technical challenges. Additionally, MOTIC makes policies geared toward strengthening trade and cooperative activities in Uganda.</p> <p>The Ministries have supported in terms of policy, but they are also engaged in a process of mutually sharing where NAWOU shares learnings from the project and the ministries share with them what needs to be done. With regards to the Ministry of Trade, Industries & Cooperatives, it was reported that NAWOU has contributed to various consultative and validation processes pertaining to the National Cooperative Policy (NCP) that regulates the operation of cooperatives.</p>
<i>Ministry of Gender, Labour and Social Development (MGLSD)</i>	National	<p>The MGLSD in partnership with the East African Community Launched a project in 2019 -2021 on the 50 Million African Women Speak Networking Platform Project that seeks to contribute to economic empowerment of African women through the provision of online and social networking platform to access information on financial and non-financial services. Three Luwero project groups have benefited from the project.</p> <p>NAWOU also reports a close partnership with the MGLSD who coordinates all gender-focused organisations and helps promote economic services to women in business. The ministry implements the UWEP program that targets women in business and gave priority for Luwero women to tap into such programs. The MGLSD also coordinates CSOs participation during the CSW meetings and commemoration of international days in line with gender equality – calls for consultative, preparatory and follow up processes on such processes. The ministry coordinated collection of CSOs reports which inform national planning and programming processes. Furthermore, the ministry coordinates CSOs on the implementation of international instruments like the UN 1345 Resolution, CEDAW, SDGS, Maputo Protocol, GOMA declaration for which we submit reports to inform global reporting.</p> <p>Reportedly, engagements with MGLSD have resulted in an uptick of women groups being considered for the Uganda Women Entrepreneurship Program. MGLSD also reportedly participated in the E-dialogue on COVID 19 economic recovery process, “Women in business, the daunting road to recovery”.</p>

<i>Uganda Micro Finance Regulatory Authority (UMRA)</i>	National	<p>In 2021 NAWOU and FIDA Uganda entered into partnership with UMRA to enhance financial consumer protection, inclusion, and stability. UMRA is also a key partner because they support the smaller community associations which involve a component of financial inclusion.</p> <p>In May 2016, the Tier IV Microfinance Institutions Act was passed by the Parliament. A key provision of the Act is the establishment of the UMRA, which has the mandate to license, regulate and supervise all Tier IV financial institutions. UMRA is an autonomous government agency expected to promote a sound and sustainable non-banking financial institution's sector (savings and credit cooperatives, village saving and loan associations, non-deposit taking microfinance institutions and moneylenders) to enhance financial inclusion, financial stability, and financial consumer protection among the lower income population in Uganda.</p> <p>An MOU was signed with UMRA which provides consumer protection and addresses financial exploitation within the women's groups. FIDA and UMRA are in processes of developing a guideline that would help regulate the operation of non-finance financial institutions like VSLAs under which majority of the women fall. In this partnership, NAWOU's role is to support with the translation, dissemination and sensitization of women on the provisions for this guideline to enhance their protection from being financially exploited. UMRA also reportedly participated in the E-dialogue on COVID 19 economic recovery process, "Women in business, the daunting road to recovery".</p>
<i>Makerere University Food Technology Department</i>	NA	<p>NAWOU entered into partnership with experts under the department of Food Technology to equip women on fundamentals of the agro-processing industry. The team offers technical support in production processes, mentorship, product testing, acquisition of product standards for processors, follow ups, research, and certification processes. Makerere University's Food and Technology Department has contributed with knowledge on quality and value addition since some of products produced by the women's cooperatives are consumables (in order to get the Q mark and have the product certified that it is fit for human consumption). Makerere University Food Technology Department facilitated the testing and development of standard guidelines for women's groups and as a result of this partnership, more than two groups are implementing processes geared towards attainment of product certification.</p>
<i>Cooperative entities: Uganda Central Cooperative Financial Services (UCCFS) and Uganda Cooperative Alliances</i>	National	<p>NAWOU reports to work closely with cooperative entities (Uganda Cooperative Alliances and Uganda Central Financial Cooperative Services) bodies that are supporting cooperative societies to realize their objectives. They also support the coaching mentorship of cooperative societies. UCCFS contributed to community awareness raising on women's economic rights, business mentorship and coaching, strengthening of cooperatives and building skills on quality production standards. Tukolere wamu maize Farmers' cooperative society was linked with Uganda Central Cooperative Financial Services Furthermore, UCCFS helped the Tukolere wamu maize Farmers' cooperative society to access financial services.</p>
<i>Emmanuel Agro Limited</i>	National	<p>NAWOU helped link cooperatives with Emmanuel Agro Limited to receive agronomical support and marketing. Emmanuel Agro is a company that offers free agronomical services to farmers. Emmanuel Agro has worked with NAWOU with a pilot</p>

		<p>contract farming with the cooperatives with the production of dry goods (grain) with a focus on the central region “Bambumanika, Zirobwe, Kikusa. They farmed beans and aubergines Pilot offer a two-pronged approach, with the combination of fresh (aubergine) and dry (beans) produce to ensure continuous income. This project has demonstrated that it is feasible and viable to engage in horticulture and has shown to be a fruitful partnership.</p>
<i>EzyAgric Limited</i>	NA	<p>EzyAgric Limited is an Agro Input Partners that supplies farmers with farm inputs, offers free agronomical support, provides market information and other digitalized extension services. Three cooperative societies were linked and are benefiting from these services in three sub counties. The company also enables farmers to receive digitalized services through offering smart phone to farmer agents to access services via the EZY Agric mobile APP.</p>

Annex III. Document list

Date	Document name	Author / origin
2019	Appendix I Results Framework	FOKUS
2019	Appendix II Explanations to Deviations in Results Framework	FOKUS
2019	Appendix III Financial Report	FOKUS
2019	Appendix IV FOKUS Risk Matrix	FOKUS
2019	QZA-180377 FOKUS Progress Report 2019	FOKUS
2020	Appendix 1 Results Framework for FOKUS - Reporting 2020	FOKUS
2020	Appendix II Explanations on Deviations in Results Framework 2020	FOKUS
2020	Appendix iii Financial report	FOKUS
2020	FOKUS årsrapport 2020	FOKUS
2020	QZA-180377 FOKUS Progress Report 2020	FOKUS
Apr-13	GOVERNMENT'S EFFORTS TO ACHIEVE GENDER EQUALITY	Uganda MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT
7-Nov-19	2019 FIDA WORK PLAN-FIDA Uganda	FIDA
Jan-20	THIRD NATIONAL DEVELOPMENT PLAN (NDPIII) 2020/21 – 2024/25	Uganda National Planning Authority
1-Mar-20	2019 NAWOU Project Audit Report	Price & King
15-Mar-20	2019 FINAL FOKUS FIDA Report 2	FIDA
15-Mar-20	2019 FINAL NAWOU Annual report	NAWOU
25-Mar-20	2019 WHAE NKS revised Annual narrative report	WHAE
Jun-20	Appendix V Risk Matrices By Country FOKUS_June 2020	FOKUS
18-Aug-20	QZA-180377 FOKUS Progress Report 2019	FOKUS
Nov-20	QZA-18-0377 Vedlegg 6 Results Framework for FOKUS - Revised November 2020	FOKUS
15-Nov-20	2021 FIDA Work Plan additional response	FIDA
15-Nov-20	2021 FIDA Work Plan additional response	FIDA
15-Nov-20	2021 NAWOU WORKPLAN	NAWOU
15-Nov-20	2021 NAWOU WORKPLAN	NAWOU
24-Nov-20	10201 FIDA FOKUS signed Addendum additional funds currency loss 2020	FOKUS/FIDA
1-Mar-21	2020 FIDA INTERNAL MONITORING REPORT - LUWERO	FIDA
Mar-21	NATIONAL ACTION PLAN III ON WOMEN, PEACE AND SECURITY 2021-2025	Uganda MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT
15-Mar-21	2020 FIDA Final Annual Report F)	FIDA
15-Mar-21	2020 NAWOU FAnnual Narrative Report with responses	NAWOU
15-Mar-21	2020 FIDA Final Annual Report F)	NAWOU
15-Mar-21	2020 NAWOU FAnnual Narrative Report with responses	NAWOU
18-Mar-21	2020 WHAE AR Progress Report FOKUS 2020	WHAE
5-May-21	2020 NAWOU project Audit report- Final	Martin Path & Associates
7-May-21	2020 FIDA AR Additional Response to Ingrid	FIDA
28-Jun-21	QZA-180377 FOKUS Progress Report 2020	FOKUS

4-Oct-21	2021 NAWOU Responses to 2021 Budget revision 11102021	NAWOU
21-Oct-22	NAWOU FOKUS 9 MONTH NARRATIVE REPORT Oct 2021	NAWOU
21-Nov-22	2021 FINAI REVISED NAWOU budget	NAWOU
31-Dec-22	2019 FIDA FOKUS project audit	Carr Stanyer Sims & Co
13-7-2020	10203 NAWOU FOKUS signed Addendum Covid-19 2020	NAWOU/FOKUS
13-8-18	E-mail 13.08.2018 Proposal Submission to Norad	NAWOU
14-7-20	10201 FIDA FOKUS signed Addendum Covid-19 2020	FOKUS/FIDA
24/11/2020	10203 NAWOU FOKUS signed Addendum additional funds currency loss	NAWOU/FOKUS
29-8-2019	FOKUS Final Report 2015-2018	Norad
30-10-20	10201 FIDA FOKUS Signed ORIGINAL Contract 2019- 2022	FOKUS/FIDA
30-6-2019	2019 FIDA Revised budget	FIDA
30-9-21	NAWOU- FOKUS 9 Months Financial report 2021 with comments on salaries 081121	NAWOU
ND	2021 FIDA Final 10200 Financial reporting revised 9 months	FIDA
ND	2021 FIDA FOKUS revised narrative 9 months reporting	FIDA
ND	2019 Updated FIDA Annual Narrative Report	FIDA
ND	2020 FIDA FOKUS Annual Financial report	FIDA
ND	2020 FIDA FOKUS PROJECT AUDIT REPORT	Carr Stanyer Sims & Co
ND	2020 FIDA final revised budget	FIDA
ND	2020 FIDA Final Revised Work Plan	FIDA
ND	2021 FIDA Final REVISED Budget	FIDA
ND	2021 FIDA FOKUS signed budget and work plan	FIDA
ND	3. Revised program information Women at Work	NA
ND	3. Women at Work Risk Matrix	NA
ND	Indicator Guide	NA
ND	Revised Results Framework for FOKUS 2019-2022	FOKUS
ND	Revised Theory of Change for FOKUS 2019-2022	FOKUS
ND	2019 FINAL NAWOU FINANCIAL REPORT	NAWOU
ND	2020 final NAWOU annual financial report	NAWOU
ND	2020 NAWOU Response to annual report questions on finance from FOKUS	NAWOU
ND	10203 NAWOU FOKUS signed ORIGINAL Contract 2019- 2022	NAWOU/FOKUS
ND	NAWOU Gender Policy	NAWOU
ND	NAWOU Sexual harassment Policy	NAWOU
ND	2019 NAWOU Work Plan	NAWOU
ND	2020 FINAL NAWOU Revised Budget	NAWOU
ND	2020 FINAL NAWOU WORKPLAN	NAWOU
ND	2021 NAWOU Second Response budget 2021	NAWOU
ND	NAWOU Strategic Plan 2020-2024	NAWOU
ND	UGANDA VISION 2040	Uganda National Planning Authority



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