AMPLIFYING WOMEN’S AGENCY FOR PEACE AND SECURITY OCTOBER 2019- DECEMBER 2021

END OF PROJECT REPORT

DECEMBER 2021

SUBMITTED TO THE COALITION FOR ACTION ON UNSCR 1325
BY BENON WEBARE
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**LIST OF ACRONYMS**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNSCR</td>
<td>UN Security Council Resolution</td>
</tr>
<tr>
<td>WPS</td>
<td>Women, Peace and Security</td>
</tr>
<tr>
<td>NAP</td>
<td>National Action Plan</td>
</tr>
<tr>
<td>GBV</td>
<td>Gender Based Violence</td>
</tr>
<tr>
<td>CoACT</td>
<td>Coalition for Action on 1325</td>
</tr>
<tr>
<td>LAP</td>
<td>Local Action Plan</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>FGD</td>
<td>Focus Group Discussions</td>
</tr>
<tr>
<td>RDC</td>
<td>Resident District Commissioner</td>
</tr>
<tr>
<td>CAO</td>
<td>Chief Administrative Officer</td>
</tr>
<tr>
<td>CDO</td>
<td>Community Development Officer</td>
</tr>
<tr>
<td>KII</td>
<td>Key Informant Interview</td>
</tr>
<tr>
<td>LG</td>
<td>Local Government</td>
</tr>
<tr>
<td>SDG</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Government Organization</td>
</tr>
<tr>
<td>DDP</td>
<td>District Development Plan</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY
This report is a result of the end of project evaluation of the two-year project code named “Amplifying Women’s Agency for Peace and Security” that was implemented from October 2019 to December 2021 in six districts of Yumbe, Amuria, Kaberamaido, Kasese, Kitgum, and Kyegegwa by the Coalition for Action on 1325 in partnership with the Ministry of Gender, Labour and Social Development (MGLSD) and UN Women with funding from the Royal Norwegian Embassy.

The overall objective of the project was to strengthen Local Government capacity to design, adopt and implement quality women peace and security frameworks at the District Local Government level, which meet emerging threats and challenges. To achieve the above overall objective, the project was designed to deliver the following immediate outputs:

- Strengthened capacity of local governments to adopt a quality Women Peace and Security accountability framework, which meets emerging threats and challenges
- Strengthened capacity of selected CoACT Members and CSO partners to advocate and demand for accountability from their leaders for the implementation of the NAP

This evaluation was designed to assess the results and impact of the project this far and to draw lessons that can improve the sustainability of benefits from this project as well as aid in the overall enhancement of CoACT programming. The evaluation was guided by the following specific objectives:

1. Assess the effectiveness, impact and prospects for sustainability of the program
2. Identify hindrances and facilitating factors in relation to the achievement/non-achievement of intended objectives and goals
3. Highlight key lessons and learnings from the program to-date and make recommendations for the future women, peace and security programming of CoACT

To deliver on the above objectives, an intervention/evaluative study was designed with the purpose of assessing the effects of the interventions performed under the project on beneficiaries (or target groups), implementing partners and collaborating institutions/structures. The study combined both qualitative and quantitative methods, was participatory and with a multi-level perspective focusing on changes at micro and district levels where the project focused. Quantitative data was collected through the use of interview questionnaires, CoACT’s monitoring data and other secondary document sources like the project baseline report, monitoring reports and other project outputs.

Three districts of Yumbe, Amuria and Kasese were purposively selected for the study to focus on and in each of these districts, two sub-counties were also purposively selected.

<table>
<thead>
<tr>
<th>District</th>
<th>Sub County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amuria</td>
<td>Abarilela Sub County</td>
</tr>
</tbody>
</table>
Populations targeted in this evaluation included CoACT Members and CSO partners at national and local level; District technical and political leaders; religious leaders; police officer; women, men, women mediators and youth and other participants that participated in the activities and events during the project. In total, 14 people - 6 men and 8 women - participated in Key Informant Interviews (KII); 55 people - 27 men and 28 women - participated in the 6 subcounty level Focus Group Discussions (FGDs) and 111 people – 65 males and 46 females - participated in questionnaire interviews. Data was collected using ODK collect application and analyzed using the statistical software STATA.

The following were the major conclusions of the study by evaluation criteria:

**Project design and Relevance**
The Project is very relevant to the needs of the local population and indeed the localization strategy adopted by this project is a proven strategy for effectively pursuing and delivering on
women, peace and security agenda that is being pursued by a number of countries across the
globe.

**Project Execution**
Project entry into the districts with the inception meetings and signing MOUs and the
mobilization of district stakeholders was well managed. The project was effectively executed
through the different stages of the localization process. All major planned activities were
implemented.

**Effectiveness**

*Strengthening the technical capacity of District Local Governments*
Core indicator targets set under strengthening the technical capacity of District Local
Governments have been achieved and surpassed. But these are threatened by the high
turnover of political leaders in each election and transfers of technical staff to districts where
the project is not working. The value though I that those leaders wherever they go have a high
awareness of the women, peace and security issues.

*Strengthening the technical capacity of CSO Partners and CoACT Members*
All the targeted 40 COACT members from the target districts and others were trained. The
trained CSO partners training are leading number of activities and initiatives at the local level
including mainstreaming the localization strategy into their programming, reporting,
documentation and referral of cases of identified conflict issues within their area of operation.
This was achieved beyond what the project set out to do.

*Belief that conflicts can be resolved using non-violent means*
The evaluation team established that the planned target on women and men aged 14-49 in
target districts who agree that conflicts can be resolved in a non-violent manner has been
surpassed. Women and men who participated in the project activities have embraced non-
vient methods of resolving conflict, gone ahead to practice this and, more importantly,
moved to influence communities around them to embrace the conflict non-violence approach.

**Impact**
The project has achieved good impact, elections and COVID 19 barriers notwithstanding.
Respondents largely expressed satisfaction with the progress of the Project this far, and praised
the manner in which CoACT staff interact with leaders and communities. “The way the staff of
CoACT engage with us is remarkable. They are so respectful. Other civil society organisations
should learn from them”. Said a member of one of the FDGs in Amuria District. The
communities in the targeted districts consider the increased involvement of women in
dialogues on issues of women, peace and security as the biggest achievement this project has
had. This is closely followed by increased early reporting and response to VAW/G and all other
forms of Violence. The most mentioned significant changes that have led to these achievements were:

- Increased understanding of and support for peaceful co-existence among political and civic leaders in the districts;
- Increased reporting of cases of violence against women;
- Improved coordination between the District Local Government and Sub-County Local Government in the implementation of peacebuilding initiatives including those led by women’s CBOs as well as improved coordination between District Local Government and the Central Government in WPS processes. They mentioned being invited to participate in the validation of the NAP, to participate in the development of NAP III and to speak about localization during the events to mark international Women’s Day.
- Increased responsiveness of district leaders (political and technical) to prioritize, plan, share and coordinate WPS initiatives at all levels.
Facilitators and Inhibitors of the Change Process

Facilitators

Factors that were much appreciated and considered largely responsible for the achievements of the project include the funding from UN Women; experienced project staff; the use of the localization strategy; existence of local level partners and CoACT members who have credibility in communities and came out to participate and contribute; the relevancy of the trainings that were conducted for both political, technical, rural women, young people; community barazas, the orientation of newly elected political leaders on women peace and security in some of the districts.

Inhibitors

The biggest issues that challenged project implementation was the COVID 19 pandemic that put the country through long spells of lockdowns with their attendant restrictions. This led to reduced numbers of participants for workshops and meetings, rescheduling of activities, having to supply face masks and hand sanitizers and hand washing facilities, as well as disruption of the normal running of district activities. In addition the political campaigns, the election process and conflicts after elections and a high turnover of district and subcounty political leaders.

Project Sustainability

The existence of appropriate laws, policies, processes and institutions to ensure continued operation of both public and private organizations in support of the women, peace and security agenda must be noted. The perceived level of political will in the districts to ensure government commitment to the objectives and goal of the project is moderate and the demand for the project’s services is high. The commitment of stakeholders towards continued participation in WPS activities is also high too although a significant 30% are still motivated by factors that are not sustainable – jobs, allowances etc. There is consistency between the project results and outputs and the Government’s development strategy which should support sustainability.

Against these findings, the evaluation made the following recommendations to guide the organization future work on Women, Peace and Security.

1. For future programming, ensure that a comprehensive situation analysis or baseline survey is done taking care of the key dynamics such as the changes in district leadership especially political leaders which might affect the intended results.
2. Integrate the training or orientation of newly elected leaders who came through the January elections. They will need to understand WPS issues, the NAP, their role in its implementation, as well as the localisation process and LAPs.
3. Consider having a physical presence in the targeted regions where women and leaders can access CoACT services frequently rather than the periodic visits.
4. Lobby for increased resources for the District Community Development Office.
5. Encourage and support Local Governments to raise funds for the implementation of their LAPS outside of Government funding. Build their capacity LGs for resource mobilization,
local economic development, budget advocacy, negotiations with MPs, MDAs, and development partners.

6. Lobby the Ministry of Gender, Labor and Social Development to earmark resources for NAP localization and have them passed on to Local Governments as conditional budget support.

7. Consider holding more regular community barazas on women peace and security because it is an effective strategy.
1.0 BACKGROUND TO THE EVALUATION

1.1 About UNSCR 1325
Unanimously passed on October 31\textsuperscript{st}, 2000, the UN Security Council Resolution 1325 (UNSCR 1325) grew out of the concern of women in civil society for the protection of women in situations of armed conflict. UNSCR 1325 the UN formally acknowledged the changing nature of warfare, in which civilians are increasingly targeted, while women who face the brunt of conflict continue to be excluded from participation in peace processes.

The UNSCR 1325 seeks to increase representation of women at all decision-making levels in national, regional and international institutions and mechanisms for the prevention, management, and resolution of conflict. It re-affirms the important role women play in the prevention and peacebuilding - including peace negotiations, peace-building, peacekeeping, humanitarian response and in post-conflict reconstruction. It stresses the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security. UNSCR 1325 urges Member States to increase the participation of women and incorporate gender perspectives in all UN peace and security efforts. It also calls on all parties to conflict to take special measures to protect women and girls from Gender Based Violence (GBV), particularly rape and other forms of sexual abuse, in situations of armed conflict.

1.2 The National Action Plan on Women, Peace and Security
The National Action Plan (NAP) on women, peace and security is the instrument designed by Governments around the world to implement the UNSCR 1325. The Government of Uganda has demonstrated its commitment to the Women, Peace and Security (WPS) agenda through the development of first NAP in 2008, the second NAP in 2011 and now the third NAP (NAP III) in 2021. The NAP III in particular recognizes that Uganda has a legal and policy framework that support the effective implementation of the WPS agenda and seeks to ensure the realisation of these policies and laws through a multisectoral approach. NAP III aims to address current and emerging WPS issues in Uganda such as those associated with the influx of refugees, socio-economic and demographic concerns, conflicts over natural resources, climate change and environmental stressors and disasters, transnational threats, organized crime, cultural disputes, transitional justice, violent extremism, political and election-related conflicts, border disputes and women’s participation in peacebuilding processes. All Ministries, Departments and Agencies (MDAs) of Government including Local Governments are required to develop operational plans to implement the NAP III.

It is worth noting that Uganda was the second country in Africa (second to Cote D'Ivoire) to develop a National Action Plan (NAP) on women peace and security in 2008. In 2011, Uganda launched NAP II and in March 2021, Uganda launched NAP II. In the acknowledgement section
1.3 About CoACT
CoACT is a Ugandan Non-Government Organization Registered under the laws of the Government of Uganda with Registration Certificate number 4678 and Permit Number 5395. It is an alliance of women organizations that work on gender equality and women empowerment, focusing on full implementation of the women, peace and security agenda, including conflict early warning, conflict prevention, peace building, conflict mediation and negotiating peace, increasing the capacity of government institutions and other CSOs to effectively implement the NAP, and coordinates civil society advocacy and action on WPS. The organisation envisions a peaceful world where women realize their full potential. Her mission is to inspire women’s leadership, amplify their voice and coordinate civil society action in building and sustaining peace in Uganda.

CoACT seeks to achieve her vision through a number of strategic interventions including: Localizing the implementation of UN Security Council Resolution 1325 (UNSCR 1325) on WPS and Uganda’s National Action Plan (NAP) for its implementation; increasing the capacity of institutions, communities and women in civil society to prevent and respond to conflicts including VAW/G; training of women in civil society at national and local levels to become effective mediators of conflicts; and building the capacity of the youth to meaningfully participate in leadership, peacebuilding and governance.

While CoACT members work across all regions of Uganda, CoACT implements specific programmes in the districts of Amuria, Kabarole, Kaberamaido, Kamwenge, Kasese, Kitgum, Kumi, Kyegogwa, Luwero, Ntungamo, and Yumbe. In addition to building the capacity of five (Amuria, Kaberamaido, Kasese, Kitgum, Kyegogwa and Yumbe) of these District Local Governments NAP III to localise the implementation of Uganda’s NAP III, CoACT also supports processes that lead to social cohesion and peaceful co-existence among and between refugees and host communities as well as migrants and indigenous populations in Kasese, Kyegogwa, Kamwenge and Kumi.

To-date, 10 District Local Governments of Amuria, Bushenyi, Dokolo, Gulu, Kaberamaido, Kasese, Kitgum, Kyegogwa Lira, Luwero and Yumbe, have been supported to localize the implementation of Uganda’s NAP on Resolution 1325. While Amuria, Bushenyi, Kasese, and Kitgum districts are currently implementing their second Local Action Plans (LAP) on women, peace and security, the districts of Kaberamaido, Kyegogwa, Luwero and Yumbe launched their first Local Action Plans (LAPs) during this project.
1.4 Overview of the Project

This project titled “Amplifying Women’s Agency for Peace and Security” has been implemented in six districts of Yumbe, Amuria, Kaberamaido, Kasese, Kitgum, and Kyegegwa in partnership with the Ministry of Gender, Labour and Social Development (MGLSD) and UN Women with funding from the Royal Norwegian Embassy.

The project started in October 2019 and is due to expire in December 2021. It is aimed at increasing the capacity of district local authorities, CSOs and other stakeholders in designing and implementing accountability frameworks for Uganda’s National Action Plan (NAP) on UNSCR 1325. The project seeks to enable the target districts find lasting solutions to local conflicts, and hindrances to achieving gender equality.

The overall project objective is to strengthen Local Government capacity to design, adopt and implement quality women peace and security frameworks at the District Local Government level, which meet emerging threats and challenges.

The immediate outputs of the project are:

- Strengthened capacity of local governments to adopt a quality Women Peace and Security accountability framework, which meets emerging threats and challenges
- Strengthened capacity of selected CoACT Members and CSO partners to advocate and demand for accountability from their leaders for the implementation of the NAP

This project was designed to contribute significantly to the implementation of Uganda’s five-year NAP III whose overall goal is to ensure sustained peace and security through enhanced meaningful participation of women in peace and development processes. The project aims to entrench the implementation of the women, peace, and security agenda (WPS) in six (6) districts with a Local Action Plan (LAP). The project is aligned to Uganda’s NAP III on women peace and security and it contributes to all NAP Outcomes. In addition, the project contributes to UN Women’s strategic outcome 4.2 on an enabling environment for implementation of women, peace, and security commitments. More specifically, it contributes to output 4.2.1 that deals with strengthening Government Capacity to adopt a quality WPS accountability framework, which meets emerging threats and challenges.

1.5 Objectives of the Evaluation

This evaluation was designed to assess the results and impact of the project this far and to draw lessons that can improve the sustainability of benefits from this project as well as aid in the overall enhancement of CoACT programming.

The evaluation was guided by the following specific objectives:

4. Assess the effectiveness, impact and prospects for sustainability of the program
5. Identify hindrances and facilitating factors in relation to the achievement/non-achievement of intended objectives and goals
6. Highlight key lessons and learnings from the program to-date and make recommendations for the future women, peace and security programming of CoACT

2.0 METHODOLOGY
This section presents details of the project evaluation study design, study populations, sampling of respondents that were interviewed, data collection methods/instruments, data analysis techniques, aspects of quality assurance and ethical considerations during the review process among others.

2.1 Research Design
This study was designed as an intervention/evaluative study with the purpose of assessing the effects of the interventions performed under the project on beneficiaries (or target groups), implementing partners and collaborating institutions/structures. The situation of the study groups was analysed before and after the project interventions were implemented to test if there was any observable difference in the specified problems/situation the project sought to address. The project performed a baseline study and a few other situations analyses and monitoring activities that helped describe the situation before and after the interventions as the project progressed. It is these that were used to mainly understand the situation before project interventions.

The study combined both qualitative and quantitative methods, was participatory and with a multi-level perspective focusing on changes at micro and district levels where the project focused. Quantitative data was collected through the use of interview questionnaires, CoACT’s monitoring data and other secondary document sources like project monitoring reports.

2.2 Study Population and Site
Populations targeted in this evaluation included CoACT Members and CSO partners; District technical and political leaders; religious leaders; policemen; women, men and youth participants at project supported community barazas and other key stakeholders in the targeted project sites.

The study was implemented in six sub-counties – two from each of the three selected districts – as indicated in the table below:

Table 1: Study Sites

<table>
<thead>
<tr>
<th>#</th>
<th>District</th>
<th>Sub Counties</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yumbe</td>
<td>1. Kululu Sub County</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Ariwa Sub County</td>
</tr>
</tbody>
</table>
2.3 Sample Size and Sampling Process

Purposive sampling was applied to identify Districts and Sub-counties which participated in the exercise. Lot Quality Assurance Survey was deployed for questionnaire surveys. Looking at Sub-counties as supervision areas, the study randomly selected a sample of 19 individuals – women and men who have participated in subcounty level activities including peace trainings and barazas – from each subcounty to participate in the questionnaire survey.

Respondents who participated in the study through Key Informants Interviews (KII) and Focus Group Discussions (FGD) were identified using purposive sampling. The process tried to balance between poor performing and good performing sub-counties as well as individuals in selecting participants to KII and FGD. One CSO partner, one District Executive Member (political leader), one Resident District Commissioner (RDC), a Chief Administrative Officer (CAO), one District Planner, one District Community Development Officer (DCDO) and a District Police Commander were targeted for interviewing as Key Informants from each district targeted in this evaluation. Two FGDs were conducted (one in each Subcounty) with approximately 10-12 participants each (picked from baraza participants and women peace builders purposively) in each district. These include Local Council 1 Chairpersons, secretaries for women, youth leaders, and local ordinary women.

2.4 Data Collection – Methods, Instruments and Process

This exercise integrated a variety of participatory methods carefully crafted to help in triangulating information collected. They are described below.
2.4.1 Document Review
The document review focused on the following documents to generate information relevant to this assignment. They include the project log frame and work plans, project monitoring and other periodical narrative reports, the baseline situation analysis report, District Local Government Development Plans and project related localized WPS Plans of targeted districts, the National Development Plan, Government’s National Action Plan on Women, Peace and Security (WPS), international and regional legal instruments on issues of women rights, women peace and security among others.

2.4.2 Key Informant Interviews
In-depth interviews were conducted with selected key informants at different levels using key informant interview guides/checklists. The study purposively selected to interview people who are well acquainted with the project as well as those who have extensive knowledge on the parameters of the exercise. These KIIs included:

- **One-on-one interviews with CoACT partners and CoACT program staff:** This method targeted staff working directly in or with the project including partner focal point persons as well as CoACT program staff.

- **One-on-one interviews with key stakeholders:** This targeted; District Local Government officials including Chief Administrative Officers, District Community Development Officers, District Planners, District Chairpersons, District Police Commander, and Resident District Commissioner.

### Table 2: KII Conducted by Gender and District

<table>
<thead>
<tr>
<th>District</th>
<th>Males Interviewed</th>
<th>Females Interviewed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>CoACT Staff</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Kasese</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Amuria</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Yumbe</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6</strong></td>
<td><strong>8</strong></td>
<td><strong>14</strong></td>
</tr>
</tbody>
</table>

In total, 14 people - 6 men and 8 women - participated in KII.

2.4.3 Focus Group Discussions/Interviews
Focus group discussions were conducted to capture the views, feelings and expectations of beneficiaries and other relevant local leaders. FGDs comprised of between 8 and 12 participants in order to enhance participation of all participants, guarantee interesting discussion and ensure easy control of the groups.
Each FGD took approximately 90 minutes. Two FGDs were conducted per district (one per subcounty). The table below summarizes the picture of FGDs conducted.

Table 3: FGD Participants by Group and Gender

<table>
<thead>
<tr>
<th>Name of FGD</th>
<th>Male Participants</th>
<th>Female Participants</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maliba subcounty</td>
<td>7</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Kitswamba subcounty</td>
<td>1</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Abarilela subcounty</td>
<td>5</td>
<td>1</td>
<td>06</td>
</tr>
<tr>
<td>Akeriau subcounty</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Ariwa sub county</td>
<td>4</td>
<td>5</td>
<td>09</td>
</tr>
<tr>
<td>Kululu subcounty</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>27</strong></td>
<td><strong>28</strong></td>
<td><strong>55</strong></td>
</tr>
</tbody>
</table>

In total, 55 people - 27 men and 28 women - participated in the FGDs.

2.4.4 Questionnaire Interviews

These were used to collect quantitative data. Questionnaire based interviews targeted women peace facilitators and participants at community dialogues. The table below summarizes the picture of questionnaire interviews as it turned out. 111 of these were conducted in total - 65 being with men and 46 being with women.

Table 4: Questionnaire Interviews Conducted by Gender and Subcounty

<table>
<thead>
<tr>
<th>Subcounty</th>
<th>Males Interviewed</th>
<th>Females Interviewed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maliba</td>
<td>13</td>
<td>06</td>
<td>19</td>
</tr>
<tr>
<td>Kitswamba</td>
<td>10</td>
<td>09</td>
<td>19</td>
</tr>
<tr>
<td>Abarilela</td>
<td>12</td>
<td>07</td>
<td>19</td>
</tr>
<tr>
<td>Akeriau</td>
<td>09</td>
<td>10</td>
<td>19</td>
</tr>
<tr>
<td>Ariwa</td>
<td>07</td>
<td>05</td>
<td>12</td>
</tr>
<tr>
<td>Kululu</td>
<td>14</td>
<td>09</td>
<td>23</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>65</strong></td>
<td><strong>46</strong></td>
<td><strong>111</strong></td>
</tr>
</tbody>
</table>
2.5 Data Management and Analysis
The process of data management started from the field by editing and this approach was used for both quantitative and qualitative data.

2.5.1 Qualitative Data
A quick impressionist summary method was used as one of the methods to analyze qualitative field data. This involved summarizing key findings from FGDs and KII notes. Research Assistants noted down frequent responses of the respondents on various issues taking into consideration the explanations and interpretations given by the respondents.

Qualitative data was also analysed thematically. Qualitative data was cleaned first in the field for purposes of ensuring completeness and accuracy. The summaries of the Key informant interviews, focus group discussions and documentary reviews were coded and entered into word cloud for analysis, categorized into themes based on the study variables. Themes here refer to topics or major subjects that come up during focus group discussions and KII. Related topics were categorized and major concepts or themes identified.

2.5.2 Quantitative Data Entry and Analysis
Data was collected using ODK collect application. It was then uploaded and stored on a remote cloud server. On a daily basis, the data manager had access to real time data that came in from the field for quality check. After the data collection exercise, data was downloaded from the remote cloud server and then cleaned of any errors. The variables were then renamed before being exported to statistical software STATA for eventual analysis.

For the descriptive aspects of the analysis, frequency distributions were generated for categorical variables. Means and medians were determined for quantitative or numerical variables. The chi-square test was applied for comparison of proportions and for evaluating the association of categorical variables. Statistical significance was considered achieved where the p value was <0.05.
3.0 FINDINGS

3.1 Socio-demographic Characteristics of Respondents

Socio-demographics refer to social characteristics of a population. Generally, characteristics such as age, gender, education level, location, etc. were considered to get a better understanding of respondents. This was necessary for the determination of whether the individuals were a representative sample of the target population for generalization purposes. Figures 1-3 below present the major socio-demographic characteristics of the questionnaire survey respondents.

Figure 1: Questionnaire Respondents by Age group

No children participated in this evaluation largely because they have not been key participants in project activities. Like in the case of the ordinary adult population, the majority of respondents were in the 20-49 age category.

Figure 2: Level of Education of Questionnaire Respondents
The majority of respondents were literate as the questionnaire was self-administered and needed literate people to fill it out but also the majority of them were people in leadership roles in Government or Civil Society in which case, they by default had to have some reasonable level of education to be in those roles. However, the few who turned up when illiterate were supported by the Research Assistant or colleagues who knew how to read and write.

**Figure 3: Questionnaire Respondents by Religious Affiliation**

Respondents were fairly distributed across religious affiliations very closely reflecting the typical situation in Ugandan society. About 65% were Christians.
3.2 Project Design
Project design is a major first step towards a successful project. A project design is a strategic organization of ideas, materials and processes for the purpose of achieving a goal. Project managers rely on a good design to avoid pitfalls and provide parameters to keep crucial aspects of the project, like the schedule and the budget, on track. Central to the Project Design process is the Logical Framework which is as much a way of thinking about a development project as it is a tool for summarizing the key elements of a project design and establishing a basis for project monitoring and evaluation.

3.2 Project Execution
This evaluation was able to locate the key documents behind a good project execution - project proposal document, Results Framework, work plan, organization chart, staffing and budget. A review of the project proposal document, work plan, organization chart, staffing and budget as well as KII reports revealed a rigorous project entry into the districts characterized by inception meetings in the target districts and signing of Memoranda of Understanding; Conduct of a baseline survey in two targeted districts; developing the localization handbook, mobilization of civil and political leaders; formation and sensitization of planning teams to embark on the LAP process, among others. Strategies mentioned in the proposal document – gender sensitive conflict analysis, localization of NAP III, involvement of the youth as peace ambassadors, and multimedia advocacy - have been followed.

3.3 Effectiveness
Effectiveness, in the case of this project, describes the extent to which the planned outputs and results of the different approaches and strategies used in reaching and changing knowledge levels and practices of target groups, as specified in the Project Matrix, either as agreed at approval or as subsequently modified, have been achieved.

To verify if the project has been effective, this evaluation sought to find out if the project had managed to strengthen the technical capacity of District Local Governments to adopt and implement a quality Women Peace and Security accountability framework; strengthen technical capacity of CoACT Members and CSO partners to advocate and demand for accountability from their leaders for the implementation of the NAP and other WPS commitments; and change beliefs among women and men age 14-49 in target districts towards agreeing that conflicts can be resolved in a non-violent manner.

3.3.1 Strengthening the Technical Capacity of District Local Governments
This evaluation understands organizational capacity to mean the potential of an organization to marshal human, financial, logistical and other resources to bring about positive change in their target populations. This change is usually reflected in their goals, vision and mission statements. Capacity building by implication basically refers to performing activities that are aimed at
increasing the effectiveness of an organization in serving its constituencies. Technical capacity refers to the techniques, particular knowledge accumulated by an organization. In strengthening the technical capacity of District Local Governments, one expects the project to have been seeking to equip staff of Local Governments with knowledge, techniques and skills that would help them become more effective in designing, mobilizing resources for and later on delivering the women, peace and security agenda of the districts and other lower Local Governments.

In line with this, the evaluation team found that 112 staff of District Local Governments, as opposed to the targeted 60, were trained and guided by the project team to develop a quality Women Peace and Security accountability framework, which meets emerging threats and challenges. In addition, 91 Community Development Officers (CDOs) were trained on LAP priorities, monitoring and implementation; 156,986 people against a target of 540 are continuously engaged in WPS discussions via CoACT social media handles especially WhatsApp, CoACT Facebook and Instagram chats. The evaluation team could not easily verify whether all these are from the project area or not. A total of 3 radio spot messages were developed, translated into 5 languages and a total of 540 messages were aired on 5 radio stations. Six (6) target districts developed and adopted LAP for implementation; and 3 out of 6 districts committed 1% of their annual budgets to implement the LAPs at the time of the evaluation. In the case of Amuria District Local Government which expected to realize a total budget of Uganda shillings 34,270,403,000 for the financial year 2021/2022, this translates into approximately Uganda shillings 342,704,030. In the case of Yumbe District Local Government which expected to realize a total budget of Uganda shillings 36,811,107,026 for the financial year 2019/2020, this translates into approximately Uganda shillings 368,111,070.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Districts</td>
<td>06</td>
<td>06</td>
</tr>
<tr>
<td>District leaders</td>
<td>60</td>
<td>112</td>
</tr>
<tr>
<td>People reached using different platforms</td>
<td>540</td>
<td>156,986</td>
</tr>
</tbody>
</table>

This evaluation took interest in the conduct of the localization process and impressions that people who participated in the process have about its effectiveness. A critical analysis of the localization process as implemented is summarized in annex 1 of this report while some of the personal impressions captured from individuals who participated are shared below.

District Community Development Officer (DCDO) Amuria

“The process of leading the development of the LAP has enriched my knowledge and understanding of women empowerment and peacebuilding. To me it used to be a mere simple role working as the DCDO but it is now a serious responsibility of coordinating all other stakeholders to make sure that the LAP is
fully implemented, monitored and results reported on. And I feel I have the knowledge and skills to do that.” Akello Rhoda, DCDO Amuria District.

District Police Commander (DPC) Amuria

As the head of police in the district, it has come to my notice that working and leading by example in the promotion of women peace and security agenda is key. At the station, anything concerning women and girls were always referred to the CFPU because the belief was that all those issues belong there. This is the belief anywhere within Uganda. I have come to believe that it should not be like that. My involvement in the training of CoACT work has inspired me and changed my attitude on how issues of women and girls should be handled especially from the police perspective.

I have come to understand that as the head of the police in the district, it’s more than CFPU to be able to achieve the agenda of protecting women and girls from all forms of violence and conflicts.

Before engaging with CoACT and in its training, I had the same mindset and as an overseer, I thought those were small things that can be handled by the unit responsible for women and girls (CFPU). Through effective participation in the trainings, community barazas, radio talk shows on the issues that affect women and girls and after seeing the reality on ground, it’s more than what I thought. As police, we have dedicated full time desk to respond to the issues of women and girls, taken keen interest to participate and attend to all trainings at the national, district and community level so that I clearly understand how I can contribute as an individual but also as an institution.

Moving forward, with the gained knowledge and skills, I hope to champion the issues of women and girls in the police, allocate a focal person in each of the 18 sub counties in Amuria district to follow up on the cases, issues of women and girls, provide bi-weekly updates to the entire team. This information will be shared with the district, partners during the coordination meetings. The knowledge acquired; attitude change will continue to guide me in doing work. “Even when I leave this station now and go anywhere, I will go with this same knowledge and skills and continue to do the same. The issues that affect women and girls are everywhere in Uganda /world.”

This evaluation sampled out one of the capacity buildings events (Orientation of District leaders and partners on Women, Peace and Security and identification of community level WPS issues and strategies to address them) held in one of the targeted districts (Kasese) and reviewed the pre and post training event assessment of knowledge and skill levels in various topics covered in that training as a way of getting impressions on whether participants really learnt something out of the trainings conducted by CoACT.

This exercise revealed the following results:
• The % of participants who expressed significant levels of knowledge on WPS in Uganda increased from 0% at pre-evaluation to 80% at post-training evaluation stage
• The % of participants who expressed significant levels of knowledge on the localization process increased from 30% at pre-evaluation to 100% at post-evaluation stage
• The % of participants who expressed significant levels of knowledge on identification of conflict issues increased from 40% at pre-evaluation to 100% at post-training evaluation stage
• The % of participants with significant knowledge on identification of the strategies to address conflict issues increased from 10% at pre-evaluation to 80% at post-training evaluation
• The % of participants who expressed significant knowledge on LAP formulation increased from 10% at pre-evaluation to 70% at post-training evaluation stage

A detailed matrix of this assessment is available in annex 2 to this report.

Another results is the 13 young women at or post tertiary level from 5 districts who were trained as Peace Ambassadors to support the NAP implementation process. Peace ambassadors play the role of increasing youth involvement and participation in the implementation of WPS agenda within communities and helping in raising awareness of the powers that be that youth, too, have a role to play and can make a big difference in implementing the WPS agenda. The trained peace ambassadors continue to train, mobilize and engage more young girls and boys at the district and community level. The Peace Ambassadors have so far engaged and trained another 67 girls within their communities.

This evaluation sought out a peace ambassador – a one Hafsa - to share into her experience and this is what she shared:

“Since the training I had with CoACT, my view on youth especially female youth in my district has changed. I was brought up as a Muslim girl who should not talk amidst men and not do things done by men; but the training made me start thinking about all this differently. As a trained peace ambassador, who now understands peacebuilding and leadership, I commit to encourage other young girls to join me and be part of a movement that is working on building lives of other vulnerable young girls and boys in the community of Yumbe.”

Having been trained as a Peace Ambassador, Hafsa and her colleague founded a young women’s group into which they could recruit other like-minded young women and work with them to mobilize young people from different communities in Yumbe district on matters of youth participation, peace and security. The group has since diversified into skilling for income generation, raising savings and supporting members for income generation. They have thus raised incomes to meet personal and family needs and reducing their vulnerability significantly. In the process, the group has become stronger – cohesive, focused, purposed and resourced -
as a vehicle for rescuing girls being forced into marriage against their will. A more detailed narrative of Hafsa appears under Annex 3 of this report.

The evaluation was also able to establish that all the targeted 25 journalists have been equipped with knowledge on gender sensitive reporting and WPS agenda. COACT is tracking stories and articles of journalists on WPS. While available reports indicate that only two newspaper articles have so far been recorded, audio tapes exists of different radio presenters discussion issues of women, peace and security and raising public awareness of the same.

Forty (40) women peacebuilders (an increase of 4 from the targeted 36) from 12 sub-counties (3 women from each sub-county) were selected and trained in leadership, conflict early warning, conflict analysis, mediation and negotiation. The women peacebuilders were selected from retired teachers, women of faith leaders and leaders of women led CSOs. This evaluation was able to speak to some of these women and established that following their training as peace mediators, they have been involved in a wide range of activities most common among which include advocating for free and fair elections; participating in community dialogues, counselling and guidance of community members, mediating between couples with family conflicts, forming peace clubs in schools, creating awareness through church about harmonious coexistence in their communities, participating in barazas, educating communities about human rights, mediating in land conflicts and participating in security meetings and radio programs on peace. In effect, women peace mediators and peace ambassadors have taken the WPS agenda out of the Local Government boardrooms into communities!

3.3.2 Strengthening the Technical Capacity of CoACT Members and CSO partners
Going by the definition of capacity building discussed under section 3.3.1, in strengthening the technical capacity of CSOs, one expects the project to have been seeking to equip staff of CSOs with knowledge, techniques and skills that would help them become more effective in designing, mobilizing resources for and later on effectively advocating and demanding for accountability from Local Government leaders in regard to the implementation of the NAP. As a result of their strengthened capacity, they have been able to achieve the following;

- **Kitgum Women Peace Initiative (KIWEPI)** has trained 21 peace ambassadors (all female) who monitor and report human rights violations in their communities. In addition, KIWEPI advocated for the passing of the Standard Operating Procedures for GBV and the GBV ordinance that were approved by the district council in March 2021.

- **Luwero Women Development Association (LUWODA)** is spearheading the localisation process for Luwero district to develop a Local Action Plan while Teso Women Peace Activists is at the forefront of advocating for women’s land rights in Teso sun region as a result of the knowledge and skills on advocacy.
Rwenzori Consortium for Civic Competence (RWECO) through their consortium has trained 9 consortium members into the localization process, LAP priorities for Kasese district. As a result, 4 consortium members organizations have included localization into their programming and continue to popularize NAP III into their area of operation.

Barazas were the most popular activity among respondents under this output. The Constitution of Uganda in Article 38 provides for citizens participation and thus, the Baraza initiative is one of the mechanisms that affords citizens an opportunity to participate in government service delivery process aside from the budget conferences and village meetings among others. The citizens participate in the development cycle by directly engaging with service providers and government officials, and also demand for accountability on the use of public resources. The evaluation team talked to officials and FGD participants who had participated in organizing and conducting the barazas and here below is a summary of the findings. A more detailed picture on the conduct of barazas is available in annex 4.

A total of 20 community barazas were conducted by the project since 2019 and 1,280 community members (706 Male 572 Female) participated. Some examples of commitments reached at during these barazas include:

- **Formation village peace committees spearheaded by the RDCs and the sub county chiefs to resolve and mediate all forms of conflicts especially those concerning land, GBV and malice;**

- **Abarillela Health Centre III in Abarilela Sub-County in Amuria District which now provides free Maama Kits to all expecting mothers following a commitment made by the District Health Officer (DHO) during the community Baraza in Abarilela Sub-County in November 2020, where women reported that health officers at the centre were selling to them (women) government Mama Kits that should be given free of charge.**

The community baraza provides free interaction between district leaders and community members on issues that undermine women peace and security and commitments on addressing them are made there and then. They are a clear and simple platform for district leaders to account to the community members on progress made in the protection of women’s rights.

These barazas have had a few challenges, though. At times, district leaders arrive late after community members have been waiting for some time. More men attend these barazas and tend to want to dominate proceedings but moderators are usually briefed to manage this tendency in favor of women participants. On a few occasions, time has been limited as participants get deeply immersed in some sensitive/exciting discussions and usually each and every other participant wants to make a contribution. Also, when leaders are many and have to
give remarks, this limits the time available for discussions. Some sub-counties have stretched the meetings to 4 hours to accommodate these realities but this comes at a cost to community members who usually will have come early before having lunch at home! In some cases, moderators act strictly and manage within the time available even if this comes at the expense of some people not giving in their views. There have also been some communication challenges where some district officials are not literate enough in the local languages yet a section of community members also is not literate enough in the English language. In these circumstances, though, translators have been engaged to help the situation.

3.3.3 Belief in Non-Violent Methods of Conflict Resolution
One major aspiration of the project has been to change mindsets of people so they embrace non violent means of conflict resolution. To establish the current situation in respect to this matter, a question was put to respondents as to whether they believed that conflict can be resolved in non-violent ways. As Figure 4 below indicates, 93% of respondents expressed belief that conflicts can be resolved using non-violent means.

**Figure 4: Can conflicts be resolved in a non-violent manner**

To confirm that these people believed and are practicing non-violent conflict resolution, respondents were asked if they had contributed to building peace in their areas, how many cases they helped resolve and how they did it.

**Figure 5: Contribution to Building Peace**
According to figure 5 above, 90% had contributed to peace. When those who said yes to contribute to peacebuilding were further asked how they did it, they gave a number of interventions prominent among which were:

- advocating for free and fair elections
- community dialogues
- counselling and guidance of clients
- mediating between couples with family conflicts
- forming peace clubs in schools
- creating awareness through church about harmonious coexistence in our communities
- participating in barazas
- educating communities about human rights
- mediating in land conflicts
- participating in security meetings and radio programs on peace

On the issue of how many cases they had helped resolve in the past one year, the table below summarizes the responses. The significant group (40%) had handled between 1 and 5 cases followed by the group that handled between 6 and 10 cases (20%). 28% handled over 10 cases.
Table 5: Number of Conflict Cases supported in past one year

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>14</td>
<td>12.61</td>
<td>12.61</td>
</tr>
<tr>
<td>1-5</td>
<td>44</td>
<td>39.64</td>
<td>52.25</td>
</tr>
<tr>
<td>6-10</td>
<td>22</td>
<td>19.82</td>
<td>72.07</td>
</tr>
<tr>
<td>11-15</td>
<td>15</td>
<td>13.51</td>
<td>85.59</td>
</tr>
<tr>
<td>Over 15</td>
<td>16</td>
<td>14.41</td>
<td>100.00</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100.00</td>
<td></td>
</tr>
</tbody>
</table>

To establish whether there was a link between this work and the project, the same respondents were asked as to whether and how they had been supported by the project to have greater influence in building sustainable peace and resilience in their communities. It turned out that 55.2% had participated in the project’s training activities; 2.4% had benefitted from funding by the project; while 31.2% had participated in peace forums created by the project. Only 11.2% were not sure or refused to answer the question.

Asked if there were community mediation\(^1\) services in their respective areas, 92% of the respondents answered in affirmative and 90% went ahead to assure the evaluation team that people in their areas use these community mediation services. This is key for sustainability.

Given the picture above, this evaluation has concluded that people who participated in the project activities have indeed embraced non violent methods of resolving conflict, gone ahead to practice this and, more importantly, moved to influence communities around them to embrace this approach.

### 3.4 Impact

Impact, in the case of this project, describes all the positive and negative, primary and secondary long-term effects produced by the project, directly or indirectly, intended or unintended.

To get a sense of the impact the project has had in the districts, and in view of the fact that the project is still ongoing, the evaluation team interested itself more with whether the project has made any significant changes in the targeted population; developed multiplier effects that could lead to its effects reaching a wider population beyond its primary targeted populations;

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\(^{1}\) Mediation covers divorce and family mediation, landlord-tenant disputes, small claims, conflicts among neighbors or organizations, etc. Community mediation is meant both to demonstrate better ways to resolve conflict, and to relieve the burden on an overworked court system.
and had an influence on stakeholders into pursuing the women, peace and security agenda within its lifespan.

As a starter, questionnaire respondents were asked if there are any activities of the project, they are aware of that have been implemented in their geographical area. 77% indicated that they were aware of some activities the project had implemented in their areas leaving 23% who either indicated there was no activity they were aware of in their areas or came across as unsure, uninformed or simply refused to answer the question. Those who answered in the affirmative were then asked to give examples of the said activities. Activities mentioned included barazas; advocacy campaigns through radio; training in leadership and mediation skills; planning and budgeting for women, peace and security activities. Barazas were the most mentioned probably because this is one physical activity (as opposed to media activities) that reached community level directly unlike others which targeted just a few people either within the Local Government system or in CSO partners.

Asked if they have heard any messages related to women, peace and security issues (e.g. women participation, leadership, peace building or other) from Local Leaders associated with this project, a good majority of 87% of the questionnaire respondents answered in affirmative while 13% said no or were unsure or refused to answer as figure 6 below shows.

Figure 6: Received Messages from Project Associates about Women, Peace and Security


To explore if there were any impacts the project was creating, the evaluation asked participants in the questionnaire survey, the majority of whom had participated in project activities or seen activities implemented in their area or listened to its messages as seen above, if indeed this
project had brought about any significant changes in the targeted population within the past two this project’s existence. The table below summarizes the responses.

**Table 7: Most Significant Changes Associated with the Project**

<table>
<thead>
<tr>
<th>Response</th>
<th>No of Respondents per Response</th>
<th>Percentage of Total No of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased understanding and support for peace among political and civic leaders in the districts</td>
<td>59</td>
<td>53</td>
</tr>
<tr>
<td>Increased allocation of District Government funds towards peace initiatives</td>
<td>30</td>
<td>27</td>
</tr>
<tr>
<td>Improved coordination between District Local Government and central Government in WPS processes</td>
<td>43</td>
<td>39</td>
</tr>
<tr>
<td>Improved coordination between District Local Government and Sub-County Local Government in executing women peace plans</td>
<td>43</td>
<td>39</td>
</tr>
<tr>
<td>Increased reporting of violence cases against women</td>
<td>47</td>
<td>42</td>
</tr>
<tr>
<td>Increased coordination of WPS sectors at district (Health, Community Development Office, Security, planning, CSOs)</td>
<td>29</td>
<td>26</td>
</tr>
<tr>
<td>Reduced duplication of efforts among district actors within the WPS intervention areas</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>Other</td>
<td>8</td>
<td>07</td>
</tr>
<tr>
<td><strong>Total Number of Responses on this question</strong></td>
<td><strong>271</strong></td>
<td></td>
</tr>
</tbody>
</table>

Valid cases = 111; Missing cases = 0; Respondents were allowed to give multiple answers.

From the table above, the most mentioned significant changes were increased understanding and support for peace among political and civic leaders in the districts at 53% of respondents followed by increased reporting of violence cases against women at 42%, improved coordination between District Local Government and Sub-county Local Government in executing women peace plans as well as improved coordination between District Local Government and central Government in WPS processes all at 39% of respondents.

Usually, NGO projects are limited in their resources and therefore coverage of the population. To help the services of the project reach out to a wider population, it is important to consider investing in creating opportunities for scaling up the services without the project machinery being involved. To check if this had been done by this project, the same respondents were asked the question as to what multiplier mechanisms the Project has helped develop that could
lead to its effects reaching a wider population beyond its primary targeted populations. The results are summarized table 8 below.

### Table 8: Multiplier Mechanisms of the Project

<table>
<thead>
<tr>
<th>Response</th>
<th>No of Respondents per Response</th>
<th>Percentage of Total No of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased collaboration between Local Governments and NGOs in the district</td>
<td>59</td>
<td>54</td>
</tr>
<tr>
<td>Improved efficiency in Local Government execution of social service sector projects</td>
<td>40</td>
<td>36</td>
</tr>
<tr>
<td>Increased representation of women in decision making forums of the District and Sub-County Local Governments</td>
<td>56</td>
<td>51</td>
</tr>
<tr>
<td>The District Government developed or is in the process of developing an ordinance to address violence against women</td>
<td>30</td>
<td>27</td>
</tr>
<tr>
<td>Increased interest by District leaders to undertake resource mobilization for WPS projects</td>
<td>22</td>
<td>20</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
<td>05</td>
</tr>
<tr>
<td><strong>Total No of Responses</strong></td>
<td><strong>213</strong></td>
<td><strong>Total No of Responses</strong></td>
</tr>
</tbody>
</table>

Valid cases = 111; Missing cases = 0; Respondents were allowed to give multiple answers.

From the table above, in the eyes of questionnaire respondents, it is clear the most visible mechanism this project has worked on that presents a significant multiplier factor is the increased collaboration between Local Governments and NGOs in the district at 54% of the respondents. This is followed by increased representation of women in decision making forums of the District and Sub-County Local Governments at 51% and improved efficiencies in local Government execution of social services sector projects at 36%. Other factors variously mentioned include the District Government has developed or is in the process of developing an ordinance to address violence against women (27%) and increased interest by District leaders to undertake resource mobilization for WPS projects (20%).

Having gone through the above reflections, questionnaire survey respondents were asked to share with the evaluation team what they considered to be the major achievement of the project initiatives to date in their geographical areas but also give their level of satisfaction with this achievement. The table below summarizes the responses that were given.

### Table 9: Major Achievement of Project

<table>
<thead>
<tr>
<th>Response</th>
<th>No of Respondents per</th>
<th>Percentage of Total No of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total No of Responses</strong></td>
<td><strong>213</strong></td>
<td><strong>Total No of Responses</strong></td>
</tr>
</tbody>
</table>
Women involvement in dialogues on issues for Women peace and security increased  
Leadership skills provided to women to effectively participate in conflict resolution processes  
Increased early reporting and response to VAW/G and all other forms of Violence  
Improved coordination among CSOs involved in peace processes and conflict resolution work in my area  
Other  

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage of Responses</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women involvement in dialogues on issues for Women peace and security increased</td>
<td>72</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Leadership skills provided to women to effectively participate in conflict resolution processes</td>
<td>58</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>Increased early reporting and response to VAW/G and all other forms of Violence</td>
<td>44</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Improved coordination among CSOs involved in peace processes and conflict resolution work in my area</td>
<td>35</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>05</td>
<td></td>
</tr>
<tr>
<td><strong>Total No of Responses</strong></td>
<td><strong>214</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Valid cases = 111; Missing cases = 0 Respondents were allowed to give multiple answers.

From table 9 above, it is evident that at 65% score, the grassroots people in the targeted districts consider the increased involvement of women in dialogues on issues of women, peace and security as the biggest achievement this project has had. This is closely followed at 52% by the training in leadership skills that was provided to women to enable them to effectively participate in conflict resolution processes. Increased early reporting and response to VAW/G and all other forms of Violence came third at a score of 40%.

When the same respondents were asked whether they were satisfied with the progress of the Project this far, they returned responses as summarized hereunder.

**Table 10: Respondent Satisfaction with Project**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage of Responses</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Satisfied</td>
<td>19</td>
<td>17.12</td>
<td>17.12</td>
</tr>
<tr>
<td>Satisfied</td>
<td>58</td>
<td>52.25</td>
<td>69.37</td>
</tr>
<tr>
<td>Neutral</td>
<td>20</td>
<td>18.02</td>
<td>87.39</td>
</tr>
<tr>
<td>Not Satisfied</td>
<td>11</td>
<td>9.91</td>
<td>97.30</td>
</tr>
<tr>
<td>Others</td>
<td>3</td>
<td>2.70</td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>111</strong></td>
<td><strong>100.00</strong></td>
<td></td>
</tr>
</tbody>
</table>

Table 10 above clearly shows the majority of people at the grassroots (69.37%) are satisfied with progress made by the project while 10% were clearly not satisfied with the progress. In this discussion, inadequate funding and the commercialization of politics were sighted as the biggest issues that need to be confronted. Asked further to describe the political environment in their areas over the last two years, 65% described it as calm and conducive to WPS work, 20% called it unpredictable, 7% called it violent and unconducive to WPS work while the rest (8%) were not so sure.
3.5 Hindrances and Facilitating Factors

This project has been facilitated to success by a number of factors. Respondents observed that these factors include funding from UN Women that made it possible for the secretariat to implement most of the activities that had been planned; experienced project staff; the use of the localization strategy that made it possible to mobilize all key stakeholders towards the process and enhanced the local ownership of the project; working through the already existing structures of the district, women, youth, existence of local level community based partners and CoACT members who are well known in communities and came out to contribute to achievement of the project objectives; trainings conducted for both the local people and the political leaders about issues pertaining to women, peace and security; conduct of community barazas for sub counties and districts that have created awareness and urgency about women, peace and security as well as orientations in some districts for the newly elected political leaders about women peace and security related matters so that they can own the project and support it.

Responses from questionnaire interviews, KII s and FGDs suggest that the biggest issue that challenged project implementation was the COVID 19 pandemic that left the country under long spells of lockdowns with their attendant restrictions. Meetings could not happen and people were very restricted in their movements.

The other challenge has been the disruption of normal district running by the electioneering process that led to a high turnover of district and subcounty political leaders. First, electioneering pulled all politicians out of their offices to the campaign trails and could not effectively attend to office business. This was followed by the rising temperatures in the communities due to stiff competition for offices right from primary party elections to the national elections. This scenario was further deepened when some political leaders lost elections and left offices to newly elected leaders most of whom have no idea about earlier processes of the project.

Other factors that were variously mentioned by respondents include inadequate coordination of efforts at the district level; inadequate budget support for the WSP activities at district level; inadequate funds allocation to the community department to facilitate activities of the project; some leaders not responding when people report violence issues to them; financially driven irresponsible behavior of people in subcounty offices and violence victims who are dishonest and end up frustrating investigations.
3.6 Key Lessons Learnt

A number of lessons have been picked by different project stakeholders along the way as they participated in project activities. These lessons are summarized hereunder.

It has been observed that closer collaboration between Government departments and NGOs simplifies the work of Government. NGOs bring with them the much-needed additional human and financial resources to use, flexibility that some projects require during implementation, the ‘visitor image’ that attracts better responses from communities, closer proximity by CBOs to points of action, more focused expertise that complements knowledge and experiences of Government staff who are most of the time generalists in nature. District leaders get motivated to do more for the people when NGOs partner with them in implementing of projects.

It is also now clear to project participants that conflicts whether at household or community level are difficult to resolve with just one gender involved. Peaceful resolution of conflicts requires all key stakeholders to be party to the whole conflict resolution process. In the case of GBV issues, there is a lot of contribution needed from both women and men. Therefore, project interventions should always endeavor to target both women and men for empowerment so they can tackle the challenges together. Empowering women enables the realization of conflict resolution goals faster.

A significant number of respondents noted that strengthening knowledge, attitudes and skill levels in local governments to enable them adopt quality Women Peace and Security accountability frameworks and strengthening the capacity of selected CoACT Members has been key and will continue to be key to shaping and scaling up the project outcomes. Alongside this is the need to establish and motivate strong systems at the sub county and community levels, equip actors at that level with needed knowledge and skills to be able to sustain the implementation, monitoring and reporting on progress of the LAP. Most of the conflict resolution efforts tend to get frustrated at these two levels!

Another lesson that emerged is that political will is crucial in mobilizing and deploying resources which is key to promoting sustainability of programmes. For instance, because there is commitment among the key district leaders of Yumbe, Amuria and Kasese, their LAPs have been allocated 1% funding (equivalent to a few hundred million shillings) in the 2021-22 Financial year’s financial budgets.

Some voices also indicated that the role of the RDCs in WPS implementation must not be underrated. They are the heads of the District Security/ Peace Committees and once they understand the WPS agenda, they tend to really embrace it wholly and given their central positioning they easily swing the operations of the security sector at district and lower levels in favor of women.
Continuous engagement of project beneficiaries and collaborators like male champions, peace ambassadors, peace mediators, CBOs and Local Government leaders as they continue to implement action points was also considered by respondents as key to increased results. Following up duty bearers online and providing telephone coaching sessions gives them the confidence and motivation they need to implement agreed actions.

Respondents also highlighted continuous orientation and training of district and CSO leaders as critical to fostering continuity of WPS and NAP implementation, monitoring and reporting. Office bearers tend to change from time to time and new ones joining such positions sometimes have no clue of the WPS agenda.

Project experiences also suggest that leaving WPS work to Local Governments alone will not work. CSOs are so central to the sustainability of this agenda. This calls for technical support to all CSO partners/members to integrate/institutionalize the localization strategy in their programming so they can easily follow up on district LAP priorities for effective implementation, monitoring and reporting.

Respondents further indicated that giving the district and other local stakeholders an opportunity to identify, analyze and suggest solutions to people’s problems is so central to the ownership of the project and this attracts more support towards the implementation of the LAPs.

3.7 Prospects for Sustainability

Sustainability as a concept considers the likelihood that human, institutional, financial, and other resources are available in amounts sufficient to maintain the outcomes beyond the project’s lifespan. Key determinants of project sustainability include the following:

- the presence of appropriate policies, processes and procedures to ensure continued operation of both public and private organizations in support of the project’s cause;
- the adequacy of external policies, institutions and regulatory conditions;
- the political will to ensure government commitment to the project’s cause;
- availability of adequate and effective demand for the project’s services;
- the adequacy of incentives for continued stakeholder participation;
- consistency of the project’s results and outputs with the Government’s development strategy (stated and real);
- adequacy of the assessment of problems, opportunities, and lessons at the time of project approval;

This evaluation sought to explore the presence of these in the districts where the project has been implemented or in the country in general. Here below is a discussion of the findings.
3.7.1 Presence of Appropriate Laws, Policies, Institutions, and Processes
Sustaining women, peace and security agenda calls for adequate laws, policies, institutions and processes to guide and regulate actions of the different stakeholders involved. This section discusses some of the legal and policy instruments that have shaped and made Uganda’s legal and policy environment favorable for WPS work.

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

Sustainable Development Goals (SDG)
Goal 5 calls on state parties and development actors at all levels to ensure that women and girls, everywhere, have equal rights and opportunity, and are able to live free of violence and discrimination. Women’s equality and empowerment is one of the 17 Sustainable Development Goals, but also integral to all dimensions of inclusive and sustainable development.

Goal 16 calls for the promotion of peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels.

Chapter 3:20 (1) of the constitution guarantees fundamental and other human rights freedoms. Chapter 4 section 21 (2) prohibits discrimination against any person on grounds of sex, race, religion, ethnic origin, tribe, birth, creed or religion, social or economic standing, political opinion or disability and Chapter 4 Section 33 on the rights of women specifies: full and equal dignity with men, enhancing the welfare of women, protection of women and their rights, taking into account their unique status and maternal functions, equal treatment with men including equal opportunities in political, economic and social activities. The Constitution also covers the right to affirmative action, to redress the imbalances created by history, tradition and customs.

The National Action Plan III on Women, Peace and Security (2021-2025)
This is basically an instrument that has been used by the Government of Uganda to demonstrate its commitment to the Women, Peace and Security (WPS) agenda. NAP III in particular recognizes that Uganda has a legal and policy framework that was put in place to
support the effective implementation of the WPS agenda and seeks to ensure the realisation of these policies and laws through a multiseCTORal approach. The NAP established the overall implementation framework of these instruments and assigned responsibility to government, civil society Development partners as well as other actors in the promotion of peace, prosperity and development for women. The revised NAP serves as a guide to all actors implementing actions on UNSCR 1325, 1820 and the Goma Declaration.

The Local Government Act (1997) [Amended in 2010 and 2015]
This Act was put in place to amend, consolidate and streamline all existing laws on local governments in line with the Constitution to give effect to the decentralisation and devolution of functions, powers and services; to provide for decentralisation at all levels of local governments to ensure good governance and democratic participation in, and control of, decision making by the people; to provide for revenue and the political and administrative setup of local governments; and to provide for election of local councils and for any other matters connected to the above.

The Uganda National NGO Policy 2010
The Policy recognizes the imperative of strengthening the partnership between Government and the NGO sector based on clear principles and practices. It seeks to articulate and address the key issues of mutual concern and sets out clear policy objectives and strategies as well as entry points for the critical players in development of a productive partnership with the NGO sector.

The third National Development Plan (2020/21-2024/25) strengthens Uganda’s competitiveness for sustainable wealth creation, employment and inclusive growth, recognizes the primacy of state and non-state actors’ interaction; the importance of citizens’ involvement in influencing how peacebuilding and conflict transformation priorities are structured and delivered; and the need to support citizens’ capacity to benefit from the gains of peace, security and improved socioeconomic opportunities.

District Development Plans (DDPs) and Local Action Plans on UNSCR 1325
Under the decentralization policy, all districts are required to develop District Development Plans through which all implementation of Government policy by all public and private actors is coordinated. It is these DDPs that inform annual District budgets. For any activity to attract resources from Local Government coffers, it has to appear in the DDP and list of priorities in the District Budget Framework paper.

With this in mind, the evaluation sought to know if the targeted districts have DDPs and Local Action Plans (LAPs) through which they pursue their WPS agenda and whether the intentions
reflected in the LAPs have been integrated in the annual district budget framework papers. Subsequently, the evaluation found out that all the three districts have DDPs and LAPs. 58% of the grassroots (Questionnaire Interview) respondents\(^2\) across the districts confirmed that LAP priorities had indeed been captured into the Local Government Budget Framework papers. However, it was not possible for the evaluation to look at District Budgets as the planning process for 2021-2 financial year has just reached at formulation of budget framework papers. District Budgets and annual workplans will be finalized in the first half of 2022.

**Other Laws and Policies**

Other laws and policies that have been put in place by the Government of Uganda to improve the environment for WPS work include the National Policy on Elimination of GBV in Uganda (2016); The National Social Protection Policy (2015); The Land Act (2010) and Land Policy (2013); The Prevention of Trafficking in Persons Act (2013); The Refugee Policy (2006); The Transitional Justice Policy (2019); The National Equal Opportunities Policy (2006); and The National Community Development Policy (2015).

**3.7.2 Consistency of the project’s results with the Government’s development strategy**

To the extent that this project was designed to recognize and strengthen state and non-state actors’ interaction and partnerships; citizens’ involvement in influencing how peacebuilding and conflict transformation priorities are structured and delivered, it is well in line with the Government’s development strategy – the National Development Plan.

This Project significantly contributes to the achievement of Uganda’s NAP III. While Project interventions contribute to all the four NAP III outcomes, the Project is tailored to contribute specifically to Outcome four which is: ‘Systems and structures for the implementation and coordination of the NAP III strengthened’. The Project targets District and Lower Local Government structures, women-led organisations, and cultural and religious institutions.

It is also worth noting that most of, if not all, the key priorities of the project have been taken on as priorities in District LAPs further highlighting the consistency between project results and Government development strategies. For example, a quick comparison of results planned for in the project and those planned for in Kasese, Amuria and Yumbe District LAPs revealed the picture of consistency summarized in the table below.

**Table 11: Project and LAP Results Compared**

<table>
<thead>
<tr>
<th>CoACT Results</th>
<th>District LAP Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women and girls</td>
<td>Kasese: Increase the level of stakeholder participation in</td>
</tr>
</tbody>
</table>

\(^2\) 64% of respondents had participated in LG planning processes for 2021-22 financial year and 90% of these confirmed WPS integration into District Budget Framework Papers
<table>
<thead>
<tr>
<th>CoACT Results</th>
<th>District LAP Priorities</th>
</tr>
</thead>
</table>
| contribute and have greater influence in building sustainable peace and resilience, and benefit equally from prevention of conflict | preventing and resolving all forms of conflict  
*Amurua:* Increased capacity and numbers of community groups accessing government development/ livelihoods programmes  
*Yumbe:* To transform the negative cultural and religious beliefs that hinder women and girls from participating in decision making by 2025; To increase education opportunities for women and girls in both formal and non-formal settings by 10% by 2025; To increase women access, control and ownership of resources and opportunities by 2025 |
| DLGs that have put in place quality Women, Peace and Security accountability framework, which meets emerging threats and challenges | *Kasese:* To reduce the prevalence of GBV and other conflicts in the district  
*Amurua:* Increased number of women and youth at all levels to effectively participate in leadership and decision making  
*Yumbe:* To reduce the prevalence of Gender Based Violence (GBV) by 10% by 2025 |
| Strengthened technical capacity of 6 District Local Governments (1 new and 5 with LAPs) to adopt and implement a quality Women Peace and Security accountability framework, which meets emerging threats and challenges | *Kasese:* To increase the capacity of district leaders to prevent and mitigate natural and man-made disasters  
*Amurua:* Increased capacity of Local Government institutions to prevent and resolve conflicts at all levels |
| Strengthened technical capacity of 24 CoACT Members and CSO partners to advocate and demand for accountability from their leaders for the implementation of the NAP and other WPS | *Kasese:* To increase the capacity of communities to prevent and mitigate natural and man-made disasters  
*Amurua:* Increased capacity of CSO institutions and communities to prevent and resolve conflicts at all levels |
3.7.3 Political Will to Ensure Government Commitment to the Project’s Cause

‘Political will’ is commonly used as a catch-all concept, the meaning of which is so vague that it does little to enrich our understanding of the political and policy processes. For purposes of this evaluation, political will shall mean the determination of an individual political actor/ institution to say and do things that will produce desired outcomes.

With this understanding, the evaluation asked grassroots respondents what their perception of the level of political will was within their district in line with ensuring government’s commitment to the Project or parts thereof. The results are summarized in the table below.

<table>
<thead>
<tr>
<th>Level of Political Will</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>30</td>
<td>27.03</td>
<td>27.03</td>
</tr>
<tr>
<td>Medium</td>
<td>60</td>
<td>54.05</td>
<td>81.08</td>
</tr>
<tr>
<td>Low</td>
<td>16</td>
<td>14.41</td>
<td>95.50</td>
</tr>
<tr>
<td>Not sure</td>
<td>4</td>
<td>3.60</td>
<td>99.10</td>
</tr>
<tr>
<td>Refused to answer</td>
<td>1</td>
<td>0.90</td>
<td>100.00</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100.00</td>
<td></td>
</tr>
</tbody>
</table>

This result gives the project hope. 81% of the respondents were positive about the level of political will in their districts. They are optimistic that the level of political will they see will facilitate implementation of the LAPs.

3.7.4 Demand for the Project’s Services

Sustainability of a service is a function of the demand for it. To get an impression of the level of demand that there is in the districts, this evaluation used proxy indicators to explore if there is need for the WPS services and the urgency that motivates people to look for those services. Respondents were asked the following questions:

- Do people use community mediation services in this area?
- In the last 12 months, have you mediated any conflict at community and district level?
In the past 12 months, how many times have you been called upon to participate in a community, sub-county or district event where you needed to apply leadership, conflict early warning, conflict analysis, and mediation and negotiation skills?

In the last 12 months, have you seen people in your community doing something to prevent violence against women?

Analysis of responses has revealed that 91% of the respondents believe that people use community mediation services in their areas; 83% of respondents had in the past 12 months preceding the survey mediated in some conflict at community and/or district level; 96.4% of respondents had in the last 12 months preceding the survey seen people in their community doing something to prevent violence against women; and in the past 12 months, 86% of the respondents had been called over 6 times to participate in a community, sub-county or district event where they needed to apply leadership, conflict early warning, conflict analysis, mediation and negotiation skills. This shows that these people are a resource to their communities and their skills/services are on demand within their districts.

### 3.7.5 Potential for Continued Engagement of Stakeholders in WPS work

This evaluation also sought to know the level of motivation among already participating actors to continue with WPS work started by the project. Respondents were asked whether there are adequate incentives for continued stakeholder participation; what motivates the respondents to participate in WPS activities and whether they really thought there was a good likelihood of continuation of community barazas, mediation/conflict resolution, radio talk shows, women participation and leadership after the project has closed. The tables below summarize the outcomes of that discussion.

**Table 13: Source of Motivation for Continued Participation in WPS Work**

<table>
<thead>
<tr>
<th>Motivators</th>
<th>No of Respondents returning an issue</th>
<th>Percentage of Responses of Total Respondents</th>
<th>Percentage of Cases of Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allowances</td>
<td>10</td>
<td>7.04</td>
<td>09</td>
</tr>
<tr>
<td>Job Opportunities</td>
<td>9</td>
<td>6.34</td>
<td>08</td>
</tr>
<tr>
<td>Its part of my job</td>
<td>25</td>
<td>17.61</td>
<td>23</td>
</tr>
<tr>
<td>I hate violence</td>
<td>65</td>
<td>45.77</td>
<td>59</td>
</tr>
<tr>
<td>Passion</td>
<td>29</td>
<td>20.42</td>
<td>26</td>
</tr>
<tr>
<td>Not sure</td>
<td>2</td>
<td>1.41</td>
<td>02</td>
</tr>
<tr>
<td>Refused to answer</td>
<td>2</td>
<td>1.41</td>
<td>02</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>142</strong></td>
<td><strong>100.00</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Valid cases = 111; missed cases = 0; Respondents were allowed to give multiple responses

According to the table above, 31% of the responses were on motivation to participate in WPS activities driven by reasons that are not easily sustained – money, looking for job opportunities...
and being part of their job. 66% were on motivation factors that are fairly sustainable – passion and hate of violence. 3% either refused to answer or were unsure. The more stakeholders tend towards passion and hate of violence as drivers, the more they are likely to remain engaged even after the project has closed for as long as violence exists.

**Figure 7: Adequacy of Incentives for Participation in WPS Work**

According to Figure 7 above, 84% of the respondents believed there were enough incentives for their continued participation in WPS activities even once the project has ended. Only 10% felt the incentives were too low to guarantee their continued participation.

### 3.7.6 Adequacy of the Assessment of Problems, Opportunities, and Lessons at the time of project approval

A review of the Project Proposal document, the Project baseline report and LAPs revealed quite a lot of understanding on CoACT’s part of the issue of conflict, its causes and impacts on women and children as well as the different interventions that have been implemented in the targeted districts specifically but also in the country in general. It also revealed a lot of insights into the structures that have been involved in bringing about peace in the country at various levels. This largely covers the problems, opportunities and lessons.

### 3.8 Project Relevance

Considering relevance of the project to mean adequacy of the project design as well as the consistency of the project design with government’s development strategy, the development Partner’s objectives at the time of approval, this evaluation sought to check out the relevance of this project by way of looking at the degree of the project’s complementarity with development partners; adequacy of the assessment of problems, opportunities, and lessons at
the time of project approval; the extent to which program design adopted the correct solution for the identified problem(s); consistency of the project’s results and outputs with the Government’s development strategy; the extent to which stakeholders saw and see the project as their own; Development Partner’s objectives, strategy and program for the country and the Partners’ strategies; as well.

CoACT’s proposal to UN Women indicates, and rightly so, that Uganda has experienced violent conflicts since independence in 1962 and that violent conflicts leave deep scars in society and affect individuals and communities for generations. It also observes that peace agreements are 35% more likely to last at least 15 years if women participate in their creation, and that the participation of civil society groups, including women’s organizations, makes a peace agreement 64% less likely to fail. Despite this reality, the proposal document observes, women’s participation in conflict prevention in Uganda remains a challenge due to cultural and religious beliefs and norms that exclude women and youth from decision making including in peace processes. Promoting women’s participation in conflict prevention and building sustainable peace in Uganda is therefore a worthwhile agenda to pursue.

The findings of this evaluation that have been extensively discussed in sections 3.1 to 3.7 above indicate a well conducted assessment of problems, opportunities, and lessons at the time of project design. Documents reviewed during this evaluation revealed that the NAP localization process adopted by this project is a proven strategy for pursuing and delivering on women, peace and security agendas that is being pursued by a number of countries across the globe. This evaluation found that the implementation of this strategy was well managed by CoACT and her partners as well as established that there exists a high consistency between the project’s results and outputs and the Government’s development strategy. This evaluation also recognizes the consistent support by UN Women to the WPS agenda in Uganda over the past decade and the fact that the project contributes to UN Women’s strategic outcome 4.2 on creating an enabling environment for implementation of women, peace, and security commitments, with specific output 4.2.1 on strengthening Government capacity to adopt a quality WPS accountability framework, which meets emerging threats and challenges. This is an indication that there is consistency in this project and the development partner’s objectives, strategy and program for the country. A review of the main strategy, the localization process, revealed that all the critical structures of Local Government mandated to play a role in the district planning processes were involved and played their part without duress from CoACT. The entire process and its output, the LAP, were in the hands of the mandated local institutions. Respondents largely felt they owned this process, the demand for services of the project is high and that there a very high motivation to continue these initiatives.
In view of the above, and to the extent that the other none core project activities helped stakeholders to understand, appreciate and play their right roles in LAP development and implementation, this evaluation believes the entire project package was highly relevant.
4.0 CONCLUSIONS

Project design and Relevance
The Project is very relevant to the needs of the local population and indeed the localization process adopted by this project is a proven strategy for pursuing and delivering on women, peace and security agendas that is being pursued by a number of countries across the globe.

Project Execution
Project entry into the districts and the mobilization of district stakeholders was well managed and executed following the localization process. All major planned activities were implemented.

Effectiveness

*Strengthening the technical capacity of District Local Governments*
Core indicator targets set under strengthening the technical capacity of District Local Governments have been achieved and surpassed. But these are threatened by departures of politicians through elections and transfers of technical staff to areas where the project is not working.

*Strengthening the technical capacity of CSO Partners and CoACT Members*
All the targeted 40 COACT members were trained from the target districts. A number of activities and initiatives are being led by the CSO partners at the local level including mainstreaming localization strategy into their programming, reporting, documentation and referral of cases of the conflict issues within their area of operation. This was achieved beyond the targeted number.

*Belief that conflicts can be resolved using non-violent means*
The planned target on women and men aged 14-49 in target districts who agree that conflicts can be resolved in a non-violent manner has been surpassed. People who participated in the project activities have embraced non-violent methods of resolving conflict, gone ahead to practice this and, more importantly, moved to influence communities around them to embrace this approach. The evaluation however does not believe this can be a good measure of the influence women and girls in building sustainable peace and resilience neither does it measure achievement of the equitable distribution of benefits from prevention of conflict between men and women.

Impact
The project has made good impact, elections and COVID 19 barriers notwithstanding. Respondents largely expressed satisfaction with the progress of the Project this far. The grassroots people in the targeted districts consider the increased involvement of women in dialogues on issues of women, peace and security as the biggest achievement this project has
had. This is closely followed by increased early reporting and response to VAW/G and all other forms of Violence. The most mentioned significant changes that have led to these achievements were increased understanding and support for peace among political and civic leaders in the districts; increased reporting of violence cases against women; improved coordination between District Local Government and Sub-County Local Government in executing women peace plans as well as improved coordination between District Local Government and central Government in WPS processes.

Facilitators and Inhibitors of the Change Process

Facilitators
Factors that were much appreciated and considered largely responsible for the achievements of the project include funding from UN Women; experienced project staff; the use of the localization strategy; existence of local level partners/members who are well known in communities and came out to contribute; relevant trainings conducted for both the local people and the political leaders; conduct of community barazas as well as orientations in some districts for the new political leaders about women peace and security related matters

Inhibitors
The biggest issues that challenged project implementation was the COVID 19 pandemic that left the country under long spells of lockdowns with their attendant restrictions as well as the disruption of normal district running by the electioneering process that led to a high turnover of district and subcounty political leaders.

Project Sustainability
There is a high presence of appropriate laws, policies, processes and institutions to ensure continued operation of both public and private organizations in support of the project’s cause. The perceived level of the political will in the districts to ensure government commitment to the project’s cause is moderate and the demand for the project’s services is high. The commitment of stakeholders towards continued participation in WPS processes is high too although a significant 30% are still motivated by factors that are not sustainable – jobs, allowances etc. There is a high consistency between the project’s results and outputs and the Government’s development strategy.
5.0 RECOMMENDATIONS
The evaluation has come up with the following recommendations in view of the above issues:

1. Consider a training, or at worst an orientation, of new leaders who came through the January elections in WPS issues and their roles in the NAP localization process.
2. Consider having a physical presence in the targeted regions where people can always access CoACT services frequently other than having them periodically.
3. Use the time between now and the end of the Government financial year to lobby for increased resources for the Community Development Office.
4. Encourage and support Local Governments to fundraise for the implementation of their LAPs outside their traditional source of funding – Central Government. Build LGs capacities for resource mobilization, local economic development, funding, and more – including strong budget advocacy, negotiations with MPs, MDAs, and development partners.
5. Lobby the Ministry of Gender, Labor and Social Development to earmark resources for NAP localization and have them passed on to Local Governments as conditioned budget support.
6. Consider supporting more community barazas about women peace and security.
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Annexes

Annex 1: A critical review of the localization process

An In-depth Analysis of the NAP Localization Process

In participatory development processes, five elements usually play a key role: ownership, heterogeneity, sharing knowledge and experience, values driven and a system approach. It is recommended to identify these five key elements in each endeavor that claims to be participatory in nature. Analyzing the LAP along these criteria revealed the following.

Ownership is the extent to which a group (or person) considers itself (himself) owner of the process and its outcomes. Local Government Authorities (Politicians and Technical staff), other key actors and stakeholders across sectors (e.g., CSOs, Religious and Cultural leaders) convened under the leadership of the District Chairman and Chief Administrative Officer and with guidance from CoACT identified district specific women peace and security issues, formulated strategies, and elected the Local Action Planning Taskforce (LAPT). The Taskforce developed plans to address local WPS issues and fast tracked the progress of the emerging LAP through District Technical Planning Committee’s review process, validation by the district leadership, approval of the District Council and later integration of the agenda into District Development Plans. All the critical structures of Local Government mandated to play a role in the district planning processes were involved and played their part without duress from CoACT. The entire process and its output, the LAP, were in the hands of the mandated local institutions. To make sure the participating stakeholders contributed optimally during this process, CoACT exposed them to an in-depth study of why it is essential to have a District LAP, and the women peace and security agenda. This ensured that participants started off the LAP process having a thorough understanding of Resolution 1325, subsequent resolutions and the Uganda NAP on women peace and security that is critical for the development of a comprehensive Local Action Plan that guides the district in addressing conflicts and gender inequality. Because of this approach, respondents largely felt they owned this process.

Heterogeneity refers to differences in views and perceptions of problems and their causes and possible solutions. Heterogeneity is often guaranteed when parties come from different professional domains or have different interests. In the case of the NAP localization process, heterogeneity was achieved through the participation of critical actors like the Resident District Commissioner; the Local Government Political heads; relevant Local Government Technical Heads of Department; CSOs; Cultural leaders; Religious leaders; Media; Education Institutions; Subcounty Chiefs; Subcounty Community Development Officers and individuals of high standing in society like teachers etc. Each of these had clear and significant roles to play in the process as defined in the LAP guidelines.
The chance of success and finding solutions is enhanced through sharing knowledge and experience with all stakeholders. At the capacity building workshop, which basically starts off the planning process, participants are introduced to technical knowledge like gender and basic gender concepts, the localization process, the meaning of localization and why localization. They are also taken through the women, peace and security agenda, explaining why the agenda and why women. Participants are introduced to the normative frameworks for women, peace and security emphasizing the importance, features and intentions of UN Security Council Resolution 1325. This is linked to relevant regional instruments and the national legal and policy framework for WPS. The workshop enables participants to think through and share practical community experiences highlighting conflict issues in their communities and institutions, as well as issues that hinder women’s participation in conflict prevention and conflict resolution. During the planning phase, the LAP task force members are taken through an in-depth study of why it is essential to have a District LAP, and the women peace and security agenda to ensure participants have a thorough understanding of Resolution 1325, subsequent resolutions and the Uganda NAP as well as knowledge and skills to draft the Local Action Plan for the District so they can develop a comprehensive Local Action Plan to guide the district in addressing conflicts and gender inequality. This entire planning process is full of consultations under the leadership of the CAO with different mandated Local Government structures, comparing notes on various aspects of the plan and routing it in the district realities while aligning it with national priorities. These dynamics form a good basis for a further flow of knowledge. By linking technical knowledge and practice and practical experiences with technical knowledge, more applicable solutions were developed for the LAPs. This process is fairly organic, utilizes participatory methods to facilitate sharing, has minimal rules unlike the traditional Local Government planning which is heavily loaded with regulations and policies from and largely crafted to favor the central Government interests.

This process has been value driven. The LAP process looks ahead and is proactive. A common direction reflected in the desired goals and objectives of the LAP are only possible if there is a degree of consensus between the different stakeholders on the desired development, a common image of the future. Values, largely driven by the orientation and training workshops at the beginning of the process, are the basis of all this.

A final key element in the LAP development process is the systems approach. This approach is rooted in the realization that the context in which Local Governments and other civil society partners come to decisions and control their processes, is always the whole system. A fairly good analysis of the total system in which the change is expected to take place was done. The process was designed to build on lessons from NAP I and NAP II including a focus on building a strong partnership between Government and CSOs; pursuing localization as a strategy to implement UNSC Resolution 1325 as a strategy; District Local Governments developing Local Action Plans (LAPs) that provide the framework for addressing local conflict issues and issues
that undermine women’s participation in decision making, in conflict prevention and resolution; ensuring that LAPs are integrated into District Development Plans to facilitate their implementation and putting in place the legal and policy framework for women, peace and security; acknowledges the need for costing the LAP interventions; the need for a comprehensive M&E framework for each LAP to ensure all achievements and lessons are documented and capacity building for actors to ensure they can all use the M&E framework. The process restricts CoACT’s inputs as an outsider to providing technical information about the context and concepts, methodology, supporting editorial work and financing the process. The process further facilitates WPS information access by producing simplified versions of the LAP and translating them into local languages for the majority of the citizenry to access and read. The social-economic system pertaining in the country provided participants with a lot of information about the opportunities and obstacles associated with it and helped in deciding targets for the desired development as captured in M&E sections of the various LAPs.

However, there are some negative aspects of decentralization as it is practiced today that this evaluation believes the designers of the LAP process did not take into serious consideration considering that they do not feature anywhere among the assumptions of the project. These, according to Prof Mushemeza³, include the recentralisation of the fiscal aspects of local governance; unclear reporting mechanisms; ever-reducing authority of LGs over local revenues and resources⁴; understaffing for many districts (at 13% for new districts); major legal reforms like Sec. 33(3) of the Public Finance Management Act (PFMA) of 2015 which hinders the functionality and operations of Local Governments Act (LGA) by way of contradicting the provisions of the LGA on local revenues; persistent subservience of LGs to central government MDAs, all undermine the thrust of devolution. Mr. Ramathan Ggobi⁵ asserts that some budget-lines are still being allocated to central-government MDAs yet they should be allocated to local governments. An example given is advocacy and networking, renovation and maintenance of centres for vulnerable groups within the social development sector. It is worth noting that weak functionality of mandated institutions limits effectiveness of LGs. Many LG departments and functions remain abandoned, dysfunctional and have weak capacity.

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³ Decentralisation in Uganda: Trends, Gains, Challenges and Proposals for Consolidation, Prof. Elijah Dickens Mushemeza
⁴ There is a dichotomy, even contradiction, surrounding the creation of urban centres which rural LGs view as ‘eating into’ their resource bases. The URA too is ‘encroaching’ on LG activities, leaving LGs with few sources of revenue.
⁵ Financing Local Governments: Analysis of FY 2019/2020 budget and Proposals for Reallocation, Mr. Ramathan Ggobi
Annex 2: Participants Assessment of their level of knowledge on Women Peace and Security (WPS) and the Localization Process

This form assesses the level of knowledge and skills on women Peace and security (WPS) and localization process that was acquired after the capacity building workshop on localization in Kasese District. Participants rated their knowledge on a scale of (1=very minimal-5=greatly).

<table>
<thead>
<tr>
<th>Topic</th>
<th>Pre-evaluation % with each Knowledge level</th>
<th>Post-evaluation % with Each knowledge level</th>
<th>General comment.</th>
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<tbody>
<tr>
<td></td>
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<tr>
<td><strong>Rating Scale (1=very minimal - 5=very great)</strong></td>
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<tr>
<td>1</td>
<td>2</td>
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<td>4</td>
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<tr>
<td>Understanding women, peace and security (WPS)</td>
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<td>30%</td>
<td>30%</td>
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<tr>
<td>Women, Peace and security in Uganda</td>
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<td>20%</td>
<td>20%</td>
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<tr>
<td>Localization and its benefits</td>
<td>10%</td>
<td>20%</td>
<td>40%</td>
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<tr>
<td>Identification of issues with in communities that undermine peace</td>
<td>10%</td>
<td>10%</td>
<td>40%s</td>
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<td>---------------------------------------------------------------</td>
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<tr>
<td>The % with significant knowledge on identification of conflict issues increased from 40% at pre-evaluation to 100% at post-evaluation.</td>
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<td>Strategies to address the identified conflict issues</td>
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<tr>
<td>LAP formulation</td>
<td>30%</td>
<td>10%</td>
<td>50%</td>
</tr>
<tr>
<td>Way Forward: Agreeing timelines (draft LAP, LAP validation, Translation,</td>
<td>50%</td>
<td>40%</td>
<td>10%</td>
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Annex 3: The Story of a Peace Ambassador

Hafsa is a Young Woman Peace Ambassador trained by CoACT as a means of increasing youth involvement and participation in the implementation of WPS agenda within communities. Hafsa is pleased to have been chosen and trained as a peace ambassador in Yumbe district. “Since the training, my view on how youth especially female youth in my district has changed. I was brought up as a Muslim girl who should not talk amidst men, not do things done by men but the training made me start thinking differently,” she narrates.

Hafsa has since led the establishment of a group mobilizing other young girls and boys within the town council to encourage them to stand out within their communities, homes and be heard as change agents of peace and development. With several engagements with young people, Hafsa realized that the needs for young people cannot only be addressed by understanding peacebuilding only but rather joining hands together and start a savings group as a means of raining income start self-help projects either as an individual or as group. The purpose of the savings group was to empower girls to start earning a living to contribute to the household income of their families, but also reduce on the level of vulnerability of many young girls in the community.

The group has grown from 2 founding members to 16 members as of July 30th 2021 saving up to UGX.200,000 on a weekly basis. In addition to savings, members agreed to acquire and learn more vocational skills in making sanitary pads, liquid soap, and micro-gardening as a means of gaining more knowledge and skills to enable them earn a decent living. The group continues to recruit more members and is working as a rescue mission for girls being forced into marriage against their will.

“This kind of experience has shown me that we can do more as a group and especially us the females since we are viewed as a weaker sex in the community where we live. As a trained peace ambassador who understands peacebuilding and leadership, I commit to encourage other young girls to join the group and be part of a movement that is working on building lives of other vulnerable young girls and boys in the community of Yumbe.”

Annex 4: Conduct of Barazas

CoACT funds the Barazas and works closely with the Resident District Commissioners (RDC) and District and lower Local Governments leadership that play a major role in the scheduling and mobilisation for the community meetings. The Barazas are chaired by the RDC of the host district, who usually opens the meeting by explaining their objectives and processes through which they are conducted. The CDO moderates the presentations and discussions following a fairly short agenda. Participation at the Baraza is open to all adult citizens of the host Subcounty/ community.
Following the opening remarks by the RDC, a local CSO partner to CoACT makes a researched presentation about the women, peace and security situation in the district/Subcounty hosting the Baraza. Usually, a drama skit is also played by a local women’s group as part of the proceedings. Different departments then make presentations about their understanding of the situation and interventions their departments will have made to intervene in the situation.

The citizens are thereafter allowed to make their submissions in response to the presentations, in terms of additional information, questions or complaints. The responsible leaders/officers are required to respond to all the questions or concerns. The question-and-answer session constitutes the largest part of the interactive meeting that usually takes between 2 and 3 hours. Although some of the issues raised are instantaneously answered or noted for action, others may require to be answered at a later date. Therefore, CoACT and her partners usually organize follow on Barazas that are supposed to provide feedback from the Government leaders and technocrats and that process is critical in the assessment of citizen satisfaction with service delivery. Where a district is headed for a LAP process, usually CoACT has strategically organized a baraza before the LAP process commences so that the issues raised are fed into the LAP for discussion and follow up.

CoACT usually financially facilitates the district and Subcounty leaders who come to attend; supports the meeting with refreshments and follows up agreed actions of the baraza with the responsible people.

Considering that the evaluation timeframe was limited and the research team did not have an opportunity to attend any baraza, the team found it hard to evaluate the conduct of barazas other than making some few general comments based on what was said by people who have attended them. Here below are these few comments.

Barazas were found to be not only a means for evaluating LAP implementation but are also a mechanism for identifying priority areas that require further or future action. Barazas ought to therefore, be among the major contributing forums to budget making by the districts and sub-counties.

In order to attract a good attendance, Barazas are usually held in or near public places. However, other than scheduling and location, the level of attendance of the Barazas is determined by other factors, key amongst which is the level of community mobilisation, legitimacy of local leaders involved and the COVID conditionalities pertaining at the time of the baraza. Because of COVID, all barazas held in 202-21 have been limited in terms of numbers participating to less than or equal to 100. RDCs usually have had to approve the numbers before the mobilization/organization takes off.
Barazas are open to all citizens ranging from male, females, youth, the poor and marginalized communities where each person’s contributions count. This raise concerns as to whether the rigour involved in these meetings is conducive enough for maximum citizen participation. Rigor may be in the form of timeframe given to the meeting and more specifically to presentations and contributions; language of communication; documentation and circulation of minutes of the meetings; and rules for decision making. Subcounty chiefs and subcounty CDOs usually are responsible for taking and sharing minutes. This sharing is usually with district and subcounty leaders.

Whereas Barazas are supposed to be conducted in local languages, it was noted that some of the local leaders and technocrats could not easily make presentations or respond to issues in local languages. Where some participants found challenges understanding the local languages, translators have been engaged to help out. This however reduces time available for discussions.

This evaluation believes that citizens can exceedingly attend Barazas if information about them is availed in time using different platforms and citizens mobilized through use of multiple means.

Commitments are usually made at the Baraza before it is concluded. DCDOs, CAOs and RDCs have been tasked to keep record of these and report back on progress either in their traditional District or Subcounty level meetings or on the next baraza. CoACT, on her part, usually follows up on these decisions as part of her monitoring work or through inviting the responsible officers to her radio talk shows where they account to the listeners – usually a wider audience than the one that was at the Baraza. CoACT has made it a point to ensure that every time there is a baraza in a district, it culminates into a radio talk show later in the evening that is attended by the concerned district leaders. This helps connect the community baraza proceedings to the radio talk show. Further, barazas have been held on a quarterly basis giving the population an opportunity to engage with district and subcounty leaders and ask them about the agreed actions of the last barazas.

These barazas have had a few challenges, though. At times, district leaders arrive late after community members have been waiting for some time. More men attend these barazas and tend to want to dominate proceedings but moderators are usually briefed to manage this tendency in favour of women participants. On a few occasions, time has been limited as participants get deeply immersed in some sensitive/exciting discussions and usually each and every other participant wants to make a contribution. Also, when leaders are many and have to give remarks, this limits the time available for discussions. Some sub-counties have stretched the meetings to 4 hours to accommodate these realities but this comes at a cost to community members who usually will have come early before having lunch at home! In
some cases, moderators act strictly and manage within the time available even if this comes at the expense of some people not giving in their views.