

FOKUS Norway

**Report of the Evaluation of the Women's Economic
Participation and Rights Programme in Uganda**

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Executive Summary

This report is a mid-term evaluation of the Women's Economic Rights and Participation Programme in Uganda (2015 -2018). It covers the period from Jan 2015 - 30th January 2018 – which represents the ¾ mark of the programme. The objectives of the evaluation are to provide an overview of the programme's achievements thus far and assessment of the results achieved against the stated programme objectives, outcomes, and outputs. In addition, the evaluation highlights conclusions and key lessons learned, and provides recommendations for the remaining period.

Programme description

The *Women Economic Rights and Participation Programme* (2015-2018) consists of two pillars: the Women's Economic Justice (WEJ) and the East African Program for the Empowerment of Grassroots Women (EAGWEN); and involves 5 partner organisations in Uganda. The partnership comprising of: *the Uganda Association of Women Lawyers (FIDA-Uganda)*, *the East African Sub regional Support Initiative (EASSI)*, *the National Association of Women Organisations in Uganda (NAWOU)*, *Maganjo Farmers Association (MAFA)* and *the Uganda Media Women's Association (UMWA)*; brings on board the complementarity required to deliver lasting change by addressing issues of discrimination, oppression and poverty that have contributed to the denial of women's economic rights.

The programme which seeks to promote “*women's economic independence*” has five key result areas: i) *Women have increased ability to claim their economic rights*; ii) *Strong women's groups with influence on productive assets, marketing and related policies*; iii) *Women actively participate in the Local and National Markets*; iv) *Increased knowledge on and investment in improved farming practices in the Luwero District*; and v) *Women with disabilities actively claim their economic rights*.

Below are the main conclusions and recommendations from the evaluation.

Conclusions and Recommendations

CONCLUSIONS

Result 1: Women Have Increased Ability to Claim their Economic Rights.

The available evidence shows that FIDA has made a significant contribution towards women's increased ability to claim their economic rights, by increasing awareness of women's property rights and entitlements. 11,436 people have been reached representing a 76% achievement rate. 70% of the targeted women are able to articulate the laws and are using this knowledge to claim their rights to equal inheritance; equal shares of matrimonial property; and recognition as legitimate and legal owners of land and property. The legal literacy campaigns and legal aid mechanisms instituted by the programme have also resulted into the increased reporting of property disputes and other violations e.g. gender-based violence which may hinder women's economic participation. 183 land cases have been reported and resolved against a target of 250. However whereas the programme has increased women's *agency*, women's ability to fully enjoy their economic rights is constrained by institutional challenges and deeply embedded socio-cultural norms and practices.

Result 2: Strong women groups with influence on productive assets and marketing related policies.

NAWOU is progressively addressing the barriers to women's market participation by strengthening the women groups for collective action; and providing the groups with the knowledge, skills and resources they require to become active economic actors. As a result of these interventions, 26 women groups have established networks that are enabling them to gain more access and control over productive resources and economic opportunities. The programme has also created a platform for women's voice and influence on economic processes through the establishment of the Luwero Women Development Network. However, sector wide challenges affecting the agricultural sector, limited access to capital and inadequate entrepreneurial skills have constrained the development of more robust groups.

Result 3: Women Actively Participate in the Local and National Markets.

EASSI has registered some progress in addressing issues of market readiness among the targeted groups. Awareness of market standards, technical support on quality, collective marketing through the establishment of a Co-operative and access to market information has enabled some women groups to penetrate more lucrative markets at the national level. 25 local markets and 18 national markets have been established, representing an 86% achievement rate. For the majority however, low production capacity and inconsistent product quality remains a barrier to market access.

Result 4: Increased knowledge and investment in improved farming practices in Luwero district.

MAFA is credited for equipping women groups with the knowledge, skills and resources to produce agricultural crops and livestock that meet certain quality and volume requirements in a profitable and environmentally sustainable way beneficiaries reported that these interventions have increased crop yields, diversified livelihoods, improved food security and increased household incomes. However additional investments in farming are being constrained by land issues, irregularities in input supplies and climate hazards.

Result 5: Women with disabilities actively claim their Economic Rights (and Political Rights).

The programme is promoting social justice, human rights and participation of marginalized groups in economic and decision-making processes. Through Mama FM, UMWA has created an advocacy platform for women with disabilities (WWD) that is challenging stereotypes. Information dissemination through the media has contributed to increased awareness of rights of PWDs, reporting of rights violations against WWDs; and to some extent increased participation of WWDs in economic programmes. The programme has equipped WWDs with advocacy skills that have enabled them to lobby for *inclusive* service delivery. However WWDs ability to claim their economic rights is mainly limited to the few WWD groups in Luwero who have benefitted from the full spectrum of programme interventions under the WEJ.

Progress towards Programme Outcome

Steady progress is being made towards realisation of the programme outcome: '*women more economically independent in Luwero district.*' Indicators of women's growing economic independence include: i) a significant increment in the number of women in Luwero district who own businesses – from 22% in 2015 to 43% in 2017; ii) a modest 7% increment in the number of targeted women who

own and have obtained titles for their land; iii) an additional 50 individual women and groups that have sought support to register their agro businesses; and iv) increments in monthly incomes. 71% of the women in the targeted groups have seen their monthly incomes rise from the baseline level of UGX 72,724 in 2015 to UGX 150,000 and above as of December 2017.

Potential impact: Respondents also confirmed that the programme has contributed positively to driving change, at the individual and institutional levels. For the most part however, this change has been at the individual level and includes increases in household income, improved household welfare and food security; increased ownership and control of assets, increased self-esteem to mention but a few.

The Report seeks to answer key research questions relating to the five OECD/DAC evaluation criteria as follows:

Effectiveness: The programme is relatively effective and has gone far in certain areas to produce targeted results. However the programme is a complex one with numerous implementers and a complex intervention logic which sometimes makes it difficult to assess in precise terms the effectiveness in solving targeted problems. Nonetheless at this advanced stage there are good grounds for optimism.

Impact: There has been little change in household roles resulting from women's increased work burden. On the other hand, there is an increasing awareness and appreciation of ordinary women's economic roles in society. But in some cases, women's increased contribution to household expenses has also resulted into some negative outcomes i.e. diminished financial support from their spouses.

Relevance: The programme has been highly relevant in addressing key barriers to women's economic empowerment. It is also especially relevant in targeting marginalised women such as Women with Disabilities and Women with HIV/AIDS.

Sustainability: The programme has made a conscious attempt to promote sustainability, particularly by fostering the development of appropriate institutions which are considered to last.

Efficiency: The programme is found to be relatively efficient in converting inputs (largely financial) into outputs. However the numerous partners and programme outputs and components that are labor intensive has necessitated a relatively high share of administrative costs.

Monitoring and Evaluation: Several partner organisations have established appropriate M&E routines. However there are differences in practice between organisations and M&E routines and procedures should be harmonised so that all reporting is comparable.

RECOMMENDATIONS

Increased ability of women to claim their rights

- i) Widen the scope of community dialogues and engage communities, cultural leaders and institutions on discriminatory social norms.
- ii) Engage in evidencebased advocacy at district and national level on land tenure systems (FIDA), particularly in relation to the land grabbing that appears to be affecting the programme area, Luwero. Strengthen linkages between grass-root implementation and policy advocacy at national, regional and international levels.

Strong Women Groups with influence on productive assets and marketing related policies

- iii) During the remaining phase, restructure collaboration with the existing local government (CDOs, Extension workers) and where possible engage them in order to obtain more easily accessible local resources.
- iv) Develop an entrepreneurial training and mentorship strategy for all the groups to promote sustainability.

Women actively participate in local and national markets

- v) Support value chain integration by linking more producer groups to processors and engaging the processors in training about quality and standards, but also in guaranteeing markets.
- vi) Support capacity building interventions and mentorships for women groups engaged in crafts and fruit drying to promote quality of products.

Increased knowledge and investment in improving farming practices

- vii) Develop market linkages with agro-input suppliers to ensure consistency in seed quality.

Women with Disabilities actively claim their economic and political rights

- viii) Support formation of viable WWD groups and foster linkages with other partners in consortium.

Monitoring & Evaluation

- ix) Improve articulation of ToC in order to identify possible gaps in strategy; and adoption of a more holistic approach to women's economic empowerment.
- x) Strengthen alliance between partners through regular reflection meetings, development of joint plans and joint results monitoring.
- xi) Adopt a greater level of flexibility in tracking and reporting progress e.g. by tracking negative changes; tracking incremental/ less tangible changes toward women's economic empowerment; tracking how change happens and how gender relations are shifting, rather than sticking to only performance against predetermined activities and goals.

Ekiwandiiko mu bufunze (Executive Summary in Luganda)

Lipoota eno kye kimu kya kubiri eky'engerageranya ku pulojekiti y'abakyaala n'obwenkanya mu byenfuna (2015 - 2018). Yakolebwa okuva mu mweezi Gatonna 2015 okutuuka nga 30 omweezi Gatonna 2018, era ekikirira $\frac{3}{4}$ ebya pulojekiti yonna awamu. Ebigendererwa by'engerageranya eno kwe kuwa ekifananyi ekyawamu pulojekiti byesobodde okutuukiriza, era n'okubalirira ebivuddemu nga bigerageranyizibwa ku bigendererwa bya pulojekiti ebirambikiddwa, ebisubirwa okuvaamu era n'okukolebwa. Okwongereza ku ebyo, engerageranya eno enokolayo mukufundikira ebinyigiddwa ebikukulu era esengeka ebisembewwa okukolebwa mu bbanga erisigaddeyo.

Ennyinyonyola y'entegeka

Enteekateeka y'eddembe ly'abakyaala mu byenfuna n'okubenyigiramu (2015 - 2019) erimu empagi bbiri: Abakyaala okufuna obwenkanya mu by'enfuna (WEJ) n'okuwa obusobozi abakyaala abasokerwaako wansi mu Buvanjuba bwa Afirika (EAGWEN); era ezingiramu ebitongole 5 eby'omukago mu Uganda. Omukago guno gulimu ebitongole bino: Ekitongole ekigatta bannamateeka abakyaala mu Uganda (FIDA), ekitongole ekiwagira enteekateeka ezitandikiddwaawo mu Buvanjubabwa bwa Afirika (EASSI) era n'ekitongole ekigatta ebitongole byonna eby'abakyaala mu Uganda (NAWOU), abalimi be Maganjo (MAFA), gattako n'ekitongole ky'abakyaala bannamawulire mu Uganda (UMWA); bonna awamu bateekwa okuleetawo enkyuukakyuuka ey'oluberera nga bakola ku busosoze, okunyigirizibwa, n'obwaavu ebyongedde ku ky'okulemesa abakyaala okufuna eddembe lyabwe mu byenfuna.

Entegeka eno enoonya okutumbula "obwetwaaze bw'abakyaala mu by'enfuna" erina ennyingo ttaano mwesubira okufuna ebivaamu ebikuku:

- (i) Abakyaala okweyongera obusobozi okulwanirira era n'okufuna eddembe lyaabwe mu byenfuna.
- (ii) Ebibiina by'abakyaala eby'amaanyi ngabirina eddobozi mu bintu ebireeta ennyingiza / obugagga, akatale k'ebyamaguzi n'enkola endala zonna ezekuusa ku ebyo.
- (iii) Abakyaala okwenyigira obutereevu mu katale ak'awamu mu Buvanjuba bwa Afirika.
- (iv) Okweyongera okutegeera mu kusiga essimbi n'ebirala ebyetaagisa mu nnima y'omulembe mu Luwero.
- (v) Abakyaala abaliko obulemu okwenyigira butereevu mu kukozeza eddembe lyaabwe mu by'enfuna.

Wammanga waliwo empunzika era n'ebisembewwa okuva mu ngerageranya.

Empunzika era n'ebisembewwa

EMPUNZIKA

Ebivuddemu 1:

Abakyaala beyongeddeko obusobozi mukulwanirira eddembe lyaabwe mu by'enfuna.

Obujulizi obuliwo bulaga nga FIDA bwekoze ennyo okusobozesa abakyaala okulwanirira eddembe lyabwe mu by'enfuna, nga babamanyisa eddembe ly'abakyaala ku by'obugagga n'ebirala byebateekwa okufuna.

Abantu 11,436 bebatuukirirwa ngabakikiridde 76% ku abo abaganyuddwa 70% abakyaala abategekebwa okutukirirwa basobola okwogera nokukozesa amateeka, FIDA beyabasomesa okulwanirira eddembe lyabwe ku kusikira ebintu gyebazalibwa negyebafumbirwa, emigabo egyenkanankana mu bufumbo, okutegeera nti basobola okuba n'obwanannyini ku ttaka ne by'obugagga ebirala.

Kawefube w'okusomesa eby'amateeka, obuyambi obw'obuwa mu byamateeka, ebyatekebwaawo entegeka eno nabyo bisobozesezza, abakyaala okuloopa obutakkaanya obubalukawo kulwa ebyobugagga, n'okutulugunyizibwa okulala kwebayitamu, gamba nga okutulugunyizibwa okwesigamye ku kukikula ky'omuntu ekiyiza okuziyiza abakyaala okwenyigira mu byenfuna.

Emisango 183 egyekuusa ku ttaka gyalopebwa era negigonjoolwa okugerageranya 250 egyaali gigereddwa. Newankubadde entegeka yeyongedde okuyingiza abakyaala mu byenfuna, naye abakyaala tebanafuna busobozi bujuvu okweyagalira mu ddembe lyaabwe mu by'enfuna olw'emiziziko mu nkola ya gavumenti era n'ebuyobuwangwa ebitaganya bakyaala kwetaaya.

Ebivuddemu 2:

Ebibina by'abakyaala ebigumivu ebirina eddobozi n'omukono mu byobugagga nokukola obwa kitunzi ku nkola ya gavumenti n'ebirala ebibyekusaako.

NAWOU egenze yeyongera okukola ku kyokugyawo emisanvu egirobera abakyaala okwenyigira mu katale, nga bongera okunyweeza ebibina okukolera awamu, okubawa okumanya, obukugu, ebikozebwa ebyetagisa okwenyigira obulungi mu kisaawe ky'byenfuna.

Olw'enkola eno, ebibina by'abakyaala 26, bitaddewo okutekawo enkolagana ebisobozesezza okubatuusa era nokubeera mu mitambo gy'ebyo ebivaamu obugagga ne nemikisa gy'byenfuna. Era entegeka etaddewo ekituuti eddobozi ly'abakyaala ku by'enfuna nga bayita mukutondawo ekitongole ky'okwekulakulanya kw'abakyaala e Luwero (Luwero Women Development Network).

Newankubadde nga guli gutyo, okutwalira awamu okusomooza kukyaliwo mu by'obulimi, emikisa emitono okufuna sente z'okukozesa nobutaba nakumanya okutandikawo, nokuzaazisa sente. Bino bizingamizza nnyo enkulakulana y'ebibina ebirala.

Ebivuddemu 3:

Abakyaala benyigidde mu katale ak'awaka n'emitala w'amayanja

EASSI erina wetuuse mu kukola ku nsonga y'okwetegekera akatale mu bibina ebisongeddwaamu olunwe. Okumanya omutindo ogwetagisa mu katale, obuyambi bwelikugu n'omutindo, okunoonyeza awamu atakale nga bayita mu bweggassi, okufuna amawulire agakwaata ku katale bisobozesezza ebibina by'abakyaala ebimu okwesogga obutale obw'omuganyalo wanu mu ggwanga n'ensi ezitwetloodde. Obutale 25 mu kitundu n'obutale 18 mu ggwanga lyonna butandikiddwaawo, nga bukikirira 86% obuwanguzi obutukiddwako naye ku basinga obungi, enfulumya entono ey'ebintu ebikolebwa ate nga n'omutindo ogw'ekibobbwe bilemesezza ebyamaguzi byaabwe okufuna akatale.

Ebivuddemu 4:

Okumanya kweyongedde era basize ensimbi mu nnima y'omulembe mu Luwero

MAFA ekoze nnyo okusomesa ebibina by'abakyaala, okubawa obusobozi / obujagujagu era n'ebiyetaagisa okufuna ebirime n'eggana mu bungu nga bituukana n'omulembe, basobole okufuna amagoba, ate era nga tebikosa butonde. Abaaganyulwamu baagamba nti enkola eno ebayambye okwongerera ku makungula, bagaziyiza eby'enfuna byaabwe, tewakyaali bbula lya mmere ate nenyigiza yaabwe mu maka yeyongeddeko. Naye okwongerera sente mu bulimi n'obulunzi

bizingamiziddwa emivuyo egiri ku ttaka, ebikozesebwa ebitesigika, ate n'embeera y'obudde etataaganya ensi.

Ebivuddemu 5:

Abakyaala abaliko obulemu benyigidde mu kukozeza eddembe lyaabwe mu by'enfuna n'ebyobufuzi Entekateeka efuba okutumbula obwenkanya mu mbeera y'abantu, eddembe ly'obwebange, era nokusobozesa ananyigirizibwa / abatafibwaako / abasosolebwa okwenyigira mu nsalawo ku byenfuna nebirala. Nga eyita mu Mama FM, UMA etaddewo ekituuti ekya bakyaala abaliko obulemu (WWA) kwebanasinziranga okuwakanya nokusomooza ebyogerebwa oba ebirowozebwa ku bantu bano entakera ate nga sibuufu.

Okumanyisibwa okuyita ku mikutu gy'amawulire kuyambye kinene okwongera obakyaala abaliko obulemu (WWDs) okwenyigira mu pulogulaamu ze byenfuna. Pulogulaamu esobozesezza okuwa obusobozi WWDs okwenyigira mu kawefube wokukuyega nabo batekebwe ku lukalala lwabo abafuna ebyetaagisa nga abalala.

Newankubadde ekyo kiri kityo, obusobozi bwa WWDs okuganyulwa mu ddembe lyaabwe mu byenfuna kutukiddwaako ebibiina bitono mu Luwero ebyo ebisobodde okuganyulwa mu bujuvu mu ntegeka eyatekebwaawo wansi wa WEJ.

Ebyakava mu bisubirwa mu ntegeka

Olugendo lutambula bulungi okwolekera ebisubirwa mu ntegeka 'Abakyaala mu Luwero beyongedde okufuna obwetwaaze mu byenfuna' obubonero obulaga abakyaala wa webatuuse mukwetwaala mu byenfuna bwe buno:

- (i) Abakyaala bananyini bizinesi beyongedde nyo mu Luwero okuva ku 22% mu 20115 okutuuka ku 43% mu 2017.
- (ii) 7% be bakyaala bokka abeyongedde ku baali basongeddwaamu olunwe, balina obwa nannyini n'ebyaapa ku ttaka;
- (iii) Okwo gattako abakyaala 50, n'ebibiina abasaba obuyambi okuwandiisa bizinesi zaabwe ez'obulimi;
- (iv) Enyingiza buli mweezi yeyongedde. 71% ku bakyaala mu bibiina ebyaali bisongeddwaamu olunwe, enyingiza yaabwe buli mweezi yalinnya okuva ku Ugx. 72,724 mu 2015 okutuuka ku Ugx.150,000 n'okweyongerayo mu Ntenu 2017.

Enkyuukakyuuka ey'omuggundu eyinza okubeerawo.

Abaddamu ebibuuzo bakakasa nga pulogulaamu bweyambye kinene mukutekawo enkyuuka kyuuka, mu bantu kinnoomu ate era ne mu bitongole. Wabula okusingira ddala enkyuuka kyuuka esinze kubeera mu bantu kinnoomu, wamu n'okweyongera kwenyingiza mu maka, okutumbula omutindo gw'omu maka, emmere mu byaayi, obwa nannyini n'okufuga eby'obugagga byeyongedde, okwekkiririizaamu nakwo kweyongedde, nga kwogasse nebirala.

Lipoota eno enoonya okuddamu ebibuuzo by'okunonyereza nga yesigamye ku nkola ya OECD/DAC ekozesebwa mu kugeregeranya ebiba bikoledwa.

Obusobozi mu nkola

Entekateeka eraze obusobozi mu kukola era esobodde okukungula mu ebyo ebyaali bisongeddwaamu olunwe. Naye entegeka eno erimu obuzibu, kubanga abavunanyizibwa okugiteeka

mu nkola bangi ate nga bakintabule, songa n'enkola yaayo okukola ebyo ebitaasa embeera nayo oluusi eremesa okwekkaanya okwa namaddala, okuzuula engeri y'okugonjoola ebizibu ebiba bisongeddwaamu olunwe.

Wabula, awatukiddwaako kati, wawa essuubi.

Omuggundu

Waliwo enkyuukakyuuka ntono mu buvunanyizibwa awaka, ekiviriddemu abakyala okweyogera obuzito mu mirimu gy'awaka.

Ate oludda olulala kyongedde okumanyisa nokuletawo okusiima omugaso gw'ebikolebwa abakyala abawansi mu byenfuna y'eggwanga.

Ekyennyamiza, abakyala gyebakomye okuyamba mu kugula ebyawaka gyebakomye nobutafuna buyambi bwa nsimbi okuva mu baami baabwe.

Webikwataganira

Enteekateeka ekwatagana bulungi ddala mu kwanganga emiziziko emikulu mu kusobozesa abakyala mu by'enfuna. Era ekoze bulungi ku bakya abasulibwa ettayo gamba nga abaliko obulemu abalwadde ba mukenenya n'abalina akawuka akamuleeta.

Okwewanirira

Enteekateeka eno yasalawo mu bugenderevu okutumbula enkola y'okwewanirira naddala ngeyita mu kutekawo enkola mu bitongole ebisanidde byebasubira okuwangaala.

Enkola ennungi

Enteekateeka ezuliddwa okubeera nga ekola bulungi naddala mukuteeka sente awasaanidde era neggyamu ebibala ebyaali bisuubirwa.

Okulondoola n'okwekeneenya

Ebitongole eby'omukago bitaddewo enkola eyetagisa mu kulondoola era n'okwekeneenya wabula waliwo enkola enzenjuwulo mu b'omukago era kyetaagisa waberewo okuzikwanaganya zonna, awo lipoota zonna zibe nga sibola okugera geranyizibwa awatali kukontana.

Ebisembeddwa

Abakyala beyongedde okukozesa eddembe lyaabwe

Gaziya okwogeraganya mu bantu, amawanga, abakulembeze ab'ennono, n'ebitongole ku busosoze obwesigamye ku nnono.

- (i) Kawefube ku nkola y'ettaka ku disitulikiti ne mu ggwanga lyonna esaanye kwesigama ku bujulizi obwesigika (FIDA) naddala mu kiseera kino eky'ekibba ttaka ekirabika okukosa entegeka eno mu Luwero.
Nyweeza enkolagana / Enkwaaso wakati wa basokerwaako okuteeka mu nkola nga bogerera enkola wano munda mu ggwanga, mu mawanga agatuliraanye wamu n'emitala wa mayanja.

Ebitongole by'abakyala ebirimu embavu, nga birina eddoboosi ku bireeta obuggaga n'okukola obwa kitunzi ku nkola ya gavumenti eyekuusa ku ebyo.

- (ii) Ekitundu ekisigaddeyo, enkolagana ne gavumenti zebitundu naddala (CDOs Extension workers) elongosebwemu era bwekiba kisoboka, basabibwe bakozese sente, abantu n'ebintu ebisangibwa mu kitundu kyaabwe.
- (iii) Watekebweewo ettendekero erisomesa okuyiia n'okukola ebireeta amagoba. Era nokutekawo enkola y'okufuna abaludde mu mirimu egyo okuyamba okugunjula abakatandika. Ekyo kiyamba okusobozesa entekateeka okwewanirira nokuwangaaza ebibiina mu biseera eby'mumaaso.

Abakyaala okwenyigira mu katale wano munda mu ggwanga n'emitala w'amayanja

- (iv) Okuwagira enkola eya kajegere nga mukwataganya ebibiina eby'abalimi n'ebiyobukolero obukola ebintu okuva mu birime. Era nokusomesa abakola ebintu mu birime okukuuma omutindo, era nokubafunira akatale buli kiseera.
- (v) Okuwagira emisomo egyongera obukugu era n'okufuna abanalera ebibiina by'abakyaala abakola eby'emikono n'okukaza ebibala, okutumbula omutindo gw'ebyamaguzi byaabye.

Okwongera okumanya n'okusiga ensimbi mu nnima y'omulembe

- (vi) Okutekawo enkola ebagatta ku batunda ebikozesebwa mu nimiro okukozesa ensigo ezifanana ate nga za mutindo ogw'awaggulu.
Abakyaala abaliko obulemu bakozesa eddembe lyaabwe mu by'enfuna n'ebiyobufuzi
- (vii) Muwagire okutekebwaawo kw'ebibiina bya bakyaala abaliko obulemu (WWD) era nokubasobozesa okufuna enkwaaso n'abomukago mu nteekateeka eno.

Okulondoola n'okugerageranya

- (viii) Mwongere okulongoosa kibasobozese okuzuula emiwaatwa mu ntegeka, era nokutekawo enkola eyawamu okuwa abakyaala amaanyi okwemalirira mu byenfuna.
- (ix) Munyweze omukago wakati w'abomukago nga mutekawo enkuugaana engere ez'okwefumitiriza, okutekawo entegeka ezawamu era nokulondoola ebivaamu okwawamu.
- (x) Mungonzeemu mu nkola eyokulondoola nokuwa lipoota ku bigenda mu maaso gamba nga okulondoola enkyuukakyuuka etali nungi, okulondoola ebikolebwa newankubadde bitonotono naye nga biwa abakyaala obusobozi, kabibe nga tebikwatikako n'engalo;

Okulondoola enkyuukakyuuka bwegenda eberawo ate era nga enkolagana wakati wa basajja nabakazi bwezze enkyuuka, so si kwesiba ku ngeri emirimu gyegikolebwa, okugigerageranya nebigendererwa n'ebigendererwa ebyaali byasalibwaawo edda.

Kikyusiddwa okuva mu Lungereza okudda mu Luganda
Owek. Nuwa Wamala Nyanzi

1.0 Background and Purpose of the Evaluation

1.1 Introduction

This report is the mid-term evaluation of the Women 's Economic Participation and Rights programme in Luwero district in Uganda being supported by the Forum for Women and Development (FOKUS). FOKUS builds on a long tradition of North-South cooperation on social, economic and political development for women; and the programme is part of its global efforts to strengthen women's empowerment, rights and access to resources.¹

Approach

- ❖ Development cooperation
- ❖ Knowledge-based advocacy
- ❖ Communication activities
- ❖ Collaboration with and through alliances with other stakeholders

FOKUS Strategy (2017 – 2021)

Consultants from Nordic Consulting Group in Norway and Uganda conducted the evaluation during the period December 2017 to February 2018; and received support from the programme manager of FOKUS and the staff of the partner organisations in Uganda.

1.2 Objectives

This evaluation report presents an analysis of the data collected from a wide range of beneficiaries, programme staff and stakeholders and includes key findings, conclusions, and recommendations. The evaluation covers the period January 2015 – January 2018 which represents the ¾ mark of the programme. As the programme embarks on its final year of implementation, it was deemed necessary to conduct a mid-term evaluation, the outcomes of which will support FOKUS and implementing partners to make adjustments where necessary, in accordance with the planned outcomes.

More specifically, the main objectives of this evaluation were to:

- Assess and analyse to which degree the programme has reached, or is in the process of reaching, the planned results at outcome and output level. Identify effects and relevance of programme activities on beneficiaries.
- Assess and analyse to which degree the programme's organisational model (structure, the strategies and methodologies) has contributed to the achievement (or non-achievement) of the set goals, including an assessment of roles, responsibilities and contributions of each organisation (including the Norwegian Women and Family Association (NWF) and FOKUS) the programme's progress towards achieving the objectives (outcome and outputs) as defined in the organisational work plans and the Result Matrix 2015-2018.

1.3 Organisation of the report

Section 1 of the report includes a brief introduction on the programme objectives as well as objectives of the Evaluation. Section 2 provides a brief overview of the Methodology, while 3 describes the context in which the programme is operating. Sections 4,5,6 include the Programme description, programme performance, analysis, conclusions and recommendations in line with the ToRs.

¹ Extracted from the Evaluation TORs

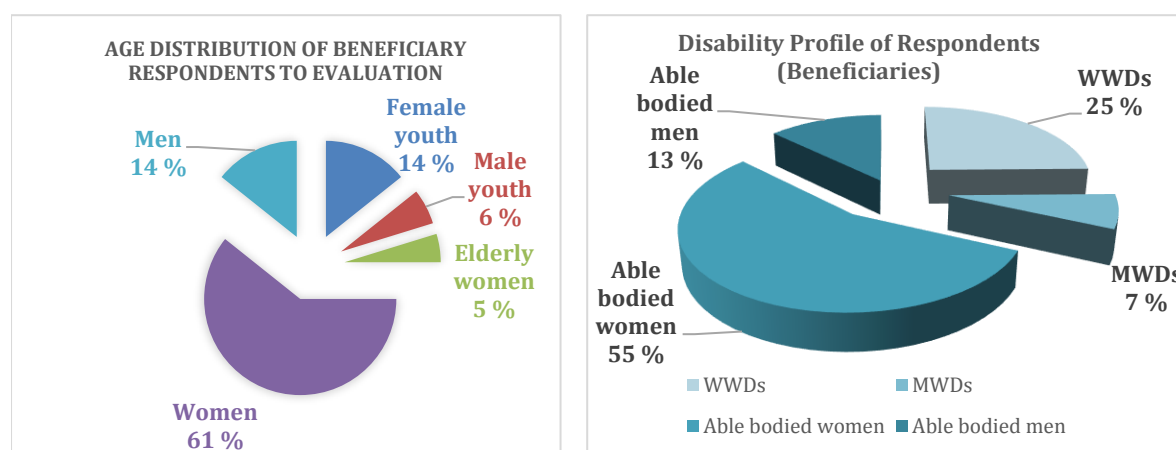
2.0 Methodology

The evaluation was conducted in Uganda between December and February 2018.

2.1 Study sites and sampling methodology

Consultations were mainly done in Luwero district and covered 12² out of the 13 sub-counties where the programme is being implemented. The women groups in the study were selected using random sampling methods, from a sampling frame made up of the 26 groups being targeted by the WEJ partners and the 15 groups being targeted by MAFA (see annex for list of groups). The 13 women groups eventually selected included marginalised populations i.e people with disabilities (PWDs) and persons living with HIV (PLHIV). Men were included in the sample as it was considered important in order to obtain men’s attitudes and views on women’s economic empowerment.

7/8 participants were selected from each group using random sampling methods. The first person was picked randomly by throwing a dice on the list; and subsequent names picked at the calculated interval. Random sampling was used to eliminate bias and ensure that group members (men, women and youth) had equal chances of participation. 112 people were interviewed including 90 women and 22 men.



2.2 Data Collection methods

The Review team adopted different methods to address the main evaluation questions as stated in the ToR (attached as Annex 1). Data collection methods included:

- Desk review of the programme documents as indicated in the ToR
- Focus group discussions (FGDs) with beneficiaries and some staff
- Key informant interviews with FOKUS and NWF
- Interviews with staff at the five partner organisations in Uganda viz. Uganda Association of Female Lawyers (FIDA), East African Sub-regional Support Initiative for the Advancement of Women (EASSI), National Association of Women’s Organisations of Uganda (NAWOU), Maganjo Farmers’ Association (MAFA) and Uganda Women’s Media Association (UMWA)

² Bamunanika; Bombo Town Council; Kalagala; Kamira; Katikamu; Luwero; Luwero Town Council; Makulubita; Nyimbwa Sub County; Wobulenzi; Wobulenzi Town Council and Ziobwe Sub Counties and Kampala district .

- Key informant interviews with Field staff of NAWOU, EASSI and FIDA
- Key informant interviews with district officials in Luwero district
- Direct observation
- A validation meeting and additional information received from the partners.

The evaluation began with an inception phase in December 2017 that included a review of programme documents and other relevant literature; articulation of the evaluation methodology and tools and drafting and submission of the Inception report on December 18, 2017. The desk review identified contextual issues, baseline information, programme goals, outcomes, plans, achievements and challenges as perceived by the implementing partners. It also included a review of literature on women's economic empowerment, which identified good practices against which the programme could be compared.

Data collection from primary sources was done in January 2018 with a 4 day field trip to Luwero district and subsequently interviews with the implementing partners (IPs) in Kampala. Data was collected by a team of 4; 2 research assistants and 2 consultants. Focus Group Discussions (FGD) were conducted in Luganda using FGD guides, recorded and later translated into English. This enabled the team to capture women's voices verbatim and a few have been quoted directly in the report.

Ethical Considerations

Respondents were informed that their participation was entirely voluntary and consent obtained prior to the interviews and focus group discussions. They were informed about the subject of the interaction and that they were free to decline to respond to any questions and / or terminate the discussion. Confidentiality was maintained and in pursuance of this, none of the information directly identifies individual respondents.

2.3 Data Analysis

Notes from the KII and FGDs were reviewed on the basis of themes. The analysis and synthesis involved data familiarisation and development of a simple code book against which data was collated to ensure consistency. This exercise allowed raw data to be transformed into a simplified format, more easily understood against the different questions. Each evaluation question was addressed by collecting /analysing information on specific indicators to provide evidence on the evaluation parameters and progress in achieving results; the potential programme impact and sustainability.

2.4 Limitations

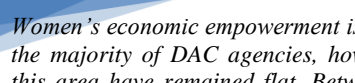
- The team inquired into external factors that might have impacted on the outcomes positively or negatively but it was difficult for most beneficiaries to articulate issues outside their experience with their implementing partners.
- One of the disadvantages of a random sample is that some outstanding beneficiary groups and individuals could have been left out, and thus the evaluation may not have benefitted from the full scope of beneficiaries' experiences with the programme.

- The team did not have sufficient time to conduct a thorough analysis of the different partners' capacities directly³. The team relied on information obtained from the KIIs, various reports including previous evaluation reports and feedback from the beneficiaries to assess capacities to contribute to the planned outcomes.
- Availability of Stakeholders: While the review team managed to include a high number of stakeholders in the data collection process, some key stakeholders from the local government were not available for interviews during the time the team was in the field, and thus their perceptions on, and experiences with the programme, could not be captured.

3.0 Context

3.1 Women's Economic Empowerment

Women's economic empowerment and entrepreneurship have progressively gained traction in the development discourse.⁴ While it is difficult to empirically establish the relationship between gender inequality and economic growth, an



Women's economic empowerment is a policy priority for the majority of DAC agencies, however investments in this area have remained flat. Between 2007 -2012, the annual average was USD 5.2 billion; and only increased to USD 8.8 billion in 2013-14.

SIDA 2015: Supporting Women's Economic Empowerment

IMF survey in 2006 concluded that societies that increase women's access to education, health care, employment, and credit, and that narrow differences between women and men in economic opportunities, increase the pace of economic development and reduce poverty (UNDP 2008). Countries including Norway and Uganda have on the basis of these arguments, committed to advancing the empowerment agenda by enacting policy measures that promote gender equality and economic opportunities for women.

However, women's economic empowerment is also a matter of *human rights and social justice*. Economic empowerment puts women in a stronger position and gives them the power to participate, together with men, in the shaping of society, to influence development at all levels of society, and to make decisions that promote their families and their own wellbeing.⁵

3.2 Barriers to Women's Economic Participation in Uganda

Despite a progressive policy regime, deeply entrenched inequality remains pervasive in Uganda. Women continue to experience discrimination, particularly in relation to economic opportunity and ownership of land and property; and hence their disproportionate representation among the 27% of the population living below the poverty line.

³ 4 days in Luwero for field work and 1 day for Kampala, were planned.

⁴ 2030 Agenda for Sustainable Development, 2012 World Development Report, The Addis Ababa Action Agenda

⁵ SIDA 2015: Supporting Women's Economic Empowerment

While land is critical for rural livelihoods, gender inequality in control and ownership of land and property is extensive on account of discriminatory norms and practices. Overlapping rights mean that women are less motivated to fully invest in the land they cultivate, beyond their subsistence needs. Other pervasive forms of inequality that have constrained rural women’s economic participation include:

- Cultural norms and stereotypical attitudes that influence the economic opportunities available to women.
- Women’s exclusion from decision-making roles at community level
- Limited intra-household decision-making power over management of household resources
- Time poverty as a result of gender roles and the unequal sharing of roles at household level which has constrained women’s mobility and limited their ability to respond to market incentives.
- Limited access to business skills, capital, technology, extension services and networks which limit women’s ability to expand their enterprises

Gender inequalities in Uganda

- ✚ 4 in 10 women are illiterate compared to less than 2 in 10 men.
- ✚ Only 27% of women in Uganda own land.
- ✚ Women provide 70% of the agricultural labor force, less than 20% have control over outputs; and only 3.1% are engaged in market oriented agriculture
- ✚ Women work considerably longer hours i.e. 12-18 hours a day compared with an average of 8 –10 hours for men
- ✚ Women in Uganda access only 9% of the available formal credit;
- ✚ 56% of women age (15-49) have experienced physical violence; 28% sexual violence.

Women’s empowerment is further disadvantaged by the myriad of gender-specific issues, including persistently high levels of sexual and gender-based violence, proliferation of HIV/AIDS, the pervasiveness of harmful traditional practices (such as child and forced marriage), low levels of education and health, and inadequate access to key services⁶.

As part of its response to these challenges and efforts to create an enabling environment for women’s economic participation, the Government of Uganda (GoU) has instituted a range of legal reforms, policy measures⁷ and targeted interventions aimed at building the productive capacities and resilience of women and poor households. These include: *Operation Wealth Creation (OWC)*⁸ and the *Uganda Women Entrepreneur Programme (UWEP)* launched in 2016 – with the aim of improving access to financial services for women and equipping them with skills for enterprise growth, value addition and marketing of their products and services. To date 3,416 projects have been launched and 43,602 women reached across the country.

Nevertheless, the impact of these interventions has been slow due to among others: corruption and insufficient investment. For example although UWEP was allotted UGX 53 billion over a 5 period, only about a tenth of this money has been made available. The group lending methodology employed by UWEP and the maximum allocation of UGX 12 million per group may work for start-ups but is clearly not suitable for growth-oriented enterprises. Other challenges include weak enforcement of existing laws i.e. those related to land; and a fragmented approach to policy implementation. While GoU has

⁶ UNDP: Innovative approaches to Promoting Women’s Economic Empowerment

⁷ Rural Financial Strategy aimed at increasing access to credit through establishment of SACCOs

⁸ a Presidential initiative launched in 2013 with the aim of raising household incomes by transforming subsistence farmers into commercial farmers through supply of agricultural inputs;

in place an extensive policy framework addressing gender equality issues, there are gaps between policy and practice. As a result the binding constraints to women’s economic empowerment are not being addressed in a consistent and comprehensive fashion.

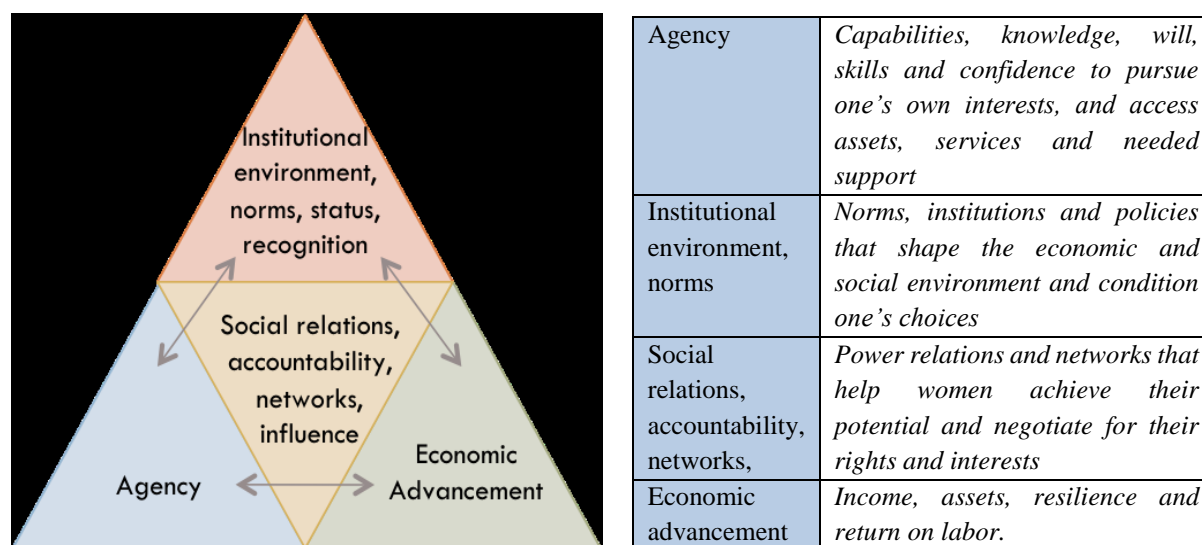
3.3 Good practices in Women’s Economic Empowerment (WEE)

According to the World Bank, ‘economic empowerment is about making markets work for women and empowering women to compete in markets’ (World Bank, 2006.) However, counter arguments suggest that increasing women’s participation in the market cannot be separated from the wider dimensions of women’s empowerment. Women must enjoy other rights in order to achieve economic empowerment (Oxfam). Sustainable and meaningful economic empowerment for women requires addressing the broader structural barriers to women’s progress, in addition to promoting their readiness for the market⁹.

While definitions may vary depending on the context, there is emerging consensus among development practitioners around the core dimensions of women’s economic empowerment: **economic opportunity; legal status and rights; voice, inclusion and participation;** and improved **well-being and dignity**. The literature on economic empowerment also emphasises the importance of addressing cross-cutting issues that can shape women’s opportunities or barriers to effectively engage the market and benefit from it. These include: social norms and attitudes towards women, control over SRHR, freedom from gender based violence (GBV). In other words, analysis of women’s economic empowerment must take into account the different aspects of a woman’s life.

Framework for Measuring Women’s Economic Empowerment ¹⁰

Building on this holistic understanding of WEE, frameworks such as the one below have been developed by agencies including CARE and SIDA to illustrate the linkages between the different domains and to support the measurement of women’s economic empowerment.



⁹ OXFAM Background Report 2014: Meaningful action – Effective approaches to women’s economic empowerment in agriculture

¹⁰ Diana Wu 2013: Measuring Change in Women Entrepreneur’s Economic Empowerment: A literature review






Thus, understanding and measuring changes in economic empowerment should consider shifts in all four domains. According to the literature, economic empowerment will only be possible and sustainable if there are changes at different levels: within the individual (capability, knowledge and self-esteem); in communities and institutions (including norms and behaviour); in available resources and economic opportunities; and in the wider political and legal environment (Golla et al., 2011). An impact study conducted by CARE showed that programmes which approach empowerment in a comprehensive way have recorded impressive results, while those that focused narrowly on women's individual capabilities (domain 1) and economic advancement/ income (domain 4) without taking consideration of institutional barriers (domain 2) or social relations (domain 3) experienced smaller gains that were fragile and easily reversible¹¹.

It is however important to acknowledge that no single programme can address all the factors that contribute to women's economic empowerment, and partnerships are therefore inevitable. Civil society organizations are therefore encouraged to pursue an innovative approach to holistic programmes, by working with a range of actors to jointly create solutions.¹²

4.0 Programme Description

The *Women Economic Rights and Participation Programme* (2015-2019) consists of two pillars: The *Women's Economic Justice* (WEJ) and the East African Program for the Empowerment of Grassroots Women (EAGWEN); and is being implemented by 5 partner organisations in Uganda: *FIDA-Uganda*; *EASSI*; *NAWOU*; *MAFA* and *UMWA*. The partnership brings on board the complementarity required to deliver lasting change by addressing issues of discrimination, oppression and poverty that have contributed to the denial of women's economic rights.

The programme which is seeking to promote "*women's economic independence*" in Luwero district has five key result areas:

-  Women have increased ability to claim their economic rights
-  Strong women's groups with influence on productive assets, marketing and related policies
-  Women actively participate in the local and national markets
-  Increased knowledge on and investment in improved farming practices in the Luwero District
-  Women with disabilities actively claim their economic rights

Although located in the central region which is comparatively better off economically than other regions, Luwero is considered one of the poorer districts in Uganda. Poverty levels in some of its sub-counties (Kamira) stand at 32.3% and are higher than the national average of 19%. The majority of households (69%) depend on agriculture as their main source of livelihood. However productivity remains low, due to among others, poor soils, rudimentary production methods and underfunding of the sector (Baseline report 2015). The high poverty levels are also linked to the effects of the NRM liberation war (1981-1986) that was waged in Luwero and caused massive destruction.

¹¹ Women's Economic Empowerment: Approaches, Strategies and Alliances for Success by Lilli Loveday

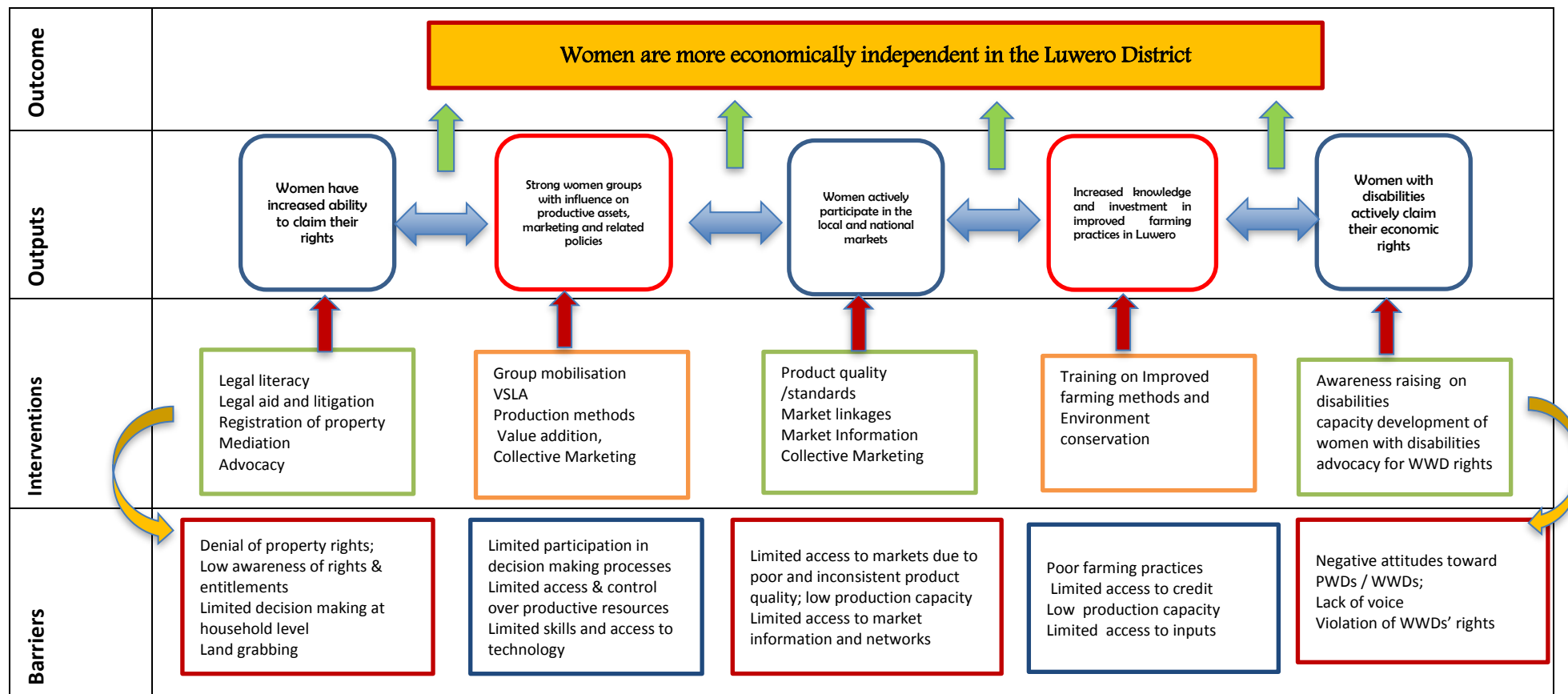
¹² Ibid

'All stakeholders involved (FOKUS, NWF, NAWOU, EASSI, FIDA, UMWA and MAFA, will mutually complement each other to strengthen women's production, organization and sale of agro-business products, while at the same time safeguarding their economic rights and increase the visibility of women's economic issues in the media'

Based on the programme's theory of change, it is evident that the programme is advancing different elements of WEE and is commended for aligning with good practice which shows that complementary investments in women's economic empowerment create a virtuous circle. The programme's focus areas are deduced as follows:

- a) **Legal status and rights** (increased access to, control over and ownership of resources and assets);
- b) **Voice, inclusion and participation** (women's increased agency, voice and participation in decision making processes and collective action in accessing markets);
- c) **Economic opportunity** (improved economic opportunities - acquisition of business skills, improved production methods and value addition).
- d) **Improved well-being** (freedom from gender based violence, nutrition).

4.1 Intervention Logic for the Women's Economic Participation and Rights Programme



5.0 The Evaluation Questions

The Evaluation Terms of Reference set out a series of key research questions to be addressed, relating to the five OECD/DAC Evaluation criteria of Effectiveness, Impact, Efficiency, Relevance and Sustainability. This chapter examines these in detail.

5.1. Effectiveness: Programme Performance (January 2015 – December 2017)

Overall the programme has generated positive results both at the output and outcome level. With the exception of three, the delivery of outputs is on track and most targets are likely to be met within the remaining period. Although the quality of outputs varies, the data in the table below suggests that the programme has a high potential to effectively contribute to women's economic independence. The sensitisation, capacity building interventions and networking opportunities are increasing women's ability to claim economic rights, to access resources and markets. In addition, the women are progressively acquiring the skills and capacities to advocate for WEE and to take individual or collective action on WEE. The data also indicates that the programme has contributed to changes at the individual and to a more limited extent, at the organizational level. However, institutional factors and social norms and practices remain an issue in the quest for WEE.

5.1.1 Outputs versus targets

Outputs	Baseline	Target	Actual	Achievement status
# of participants trained on legal rights		15,000	11,436	76%
# of land cases and other legal cases handled by FIDA Luwero Office	0	250	722 cases 183 land	73% on land
# of women groups in Luwero district equipped with capacities for improved organising, production, value addition and marketing	0	26	26 women groups equipped with skills	100%
# of women groups that are members of Luwero District Network by the end of 2018	1	26	26 women groups are members	100%
# of women groups that collectively market their products	0	20	20 women groups under LUWOMCO	100%
# of local or national market opportunities/linkages made for good produces by Luwero Women's Group	0	50 agro based 1 Craft	25 local markets 18 National	86%
Volume of trade from Luwero Women Groups to local and national markets	0	60 tons of cereal 50k litres beverages	33,174 tonnes 4,257 litres	52% 8.5%
More women adopt better farming practices by 2018	152	280	382 farmers trained	136%
Increase in grass root women accessing and managing VSLAs by 2018	51	357	196 (55%)	55%nnnnn
WWD speak out on Mama FM on a weekly basis % increase of WWDs at grassroots level participating and influencing radio show content on politics and governance by 2018	12	48	903 , at 25 appearances for 36 months	52%
Proportion of the target group that are WWD	2%	10% of 1320	105	80%

5.2 Progress towards Results

5.2.1 Result 1: Women Have Increased Ability to Claim their Economic Rights

The available evidence shows that the programme has made a significant contribution towards women’s increased ability to claim their economic rights, by increasing awareness of women’s property rights and entitlements. More women among the targeted groups are using this knowledge to claim their rights to equal inheritance; equal shares of matrimonial property; and recognition as legitimate and legal owners of land and property. The legal literacy campaigns and legal aid mechanisms instituted by the programme have also resulted into the increased reporting of property disputes and other violations e.g. gender based violence which may hinder women’s economic participation. However whereas the programme has increased women’s *agency*, women’s ability to fully enjoy their economic rights is constrained by institutional challenges and deeply embedded socio- cultural norms and practices.

Securing women’s legal rights, including with respect to land and other property, is an indispensable component of their empowerment and a core foundation for economic activity.¹³ Secure land rights confer direct economic benefits because land: is a key input into agricultural production and enterprise development; can be used as a source of income from rental or sale; provides a livelihood through the consumption and sale of crops; and can provide collateral for credit and capital for investment in other income generating activities.

The *Women’s Economic Participation and Rights Programme in Uganda* is thus a relevant intervention given women’s limited property rights in Luwero district and their impact on production and poverty reduction. The evaluation established that the efforts undertaken by FIDA Uganda have equipped and empowered the women in Luwero with knowledge and tools to claim their property rights in the following ways:

Interventions by FIDA Uganda

- Sensitisation of women groups and communities on women’s legal rights
- Gender training
- Community dialogues & outreaches
- Legal aid services (ADR & litigation)
- Policy advocacy

i) Increased awareness of rights and legal literacy among the target group: FIDA is on track to meet its targets, having reached 11,436 people, representing a 76% achievement rate. Compared to the baseline (where only 3% of the women could mention at least 3 laws), there is a marked improvement in knowledge levels on statutory protections with a significant influence on women’s economic rights. During the FGDs, the beneficiaries ably articulated the different laws governing inheritance, succession, marriage and matrimonial property; and indicated how their engagement with the programme was increasing their capacity to claim these rights.

“We have received information on legal issues from FIDA, like will making. We now know how to go about it. Personally I had never thought about writing a will because I thought you wrote one only when you are about to die. I never thought that even I can have something to give someone when I die. Now I know I have much to give out in case I died. We also have to have documents e.g. marriage certificates. We have to legalize our marriages in order to be protected when for example a husband dies or we separate. We have interest in the ownership of homes unlike before when we left husbands to do whatever transactions they wanted with homes and other property.” (FGD with Kukola Si Bigambo Women Group and echoed by others.)

¹³ UNDP 2008

A key achievement for the programme has been the shift in mind-sets regarding women's property rights. Beneficiaries that the evaluation team met admitted that until this programme, they did not believe that women had both the right and ability to own land in their individual capacity. This realisation combined with increased knowledge of the law has spurred women into action regarding the exercise of their property rights.

a) *Registration of Marriages*: The evaluation established that whereas many of the beneficiaries were cohabiting/ in consensual unions prior to the programme, they have now taken steps to formalise their marriages in line with the recognised types of marriages in Uganda (religious, customary, civil). Notwithstanding the different marital property regimes, there is a common understanding that being in a legally recognised marriage gives women greater claims over assets in the event of marital breakdowns or upon the death of their spouses.

b) *Joint titling of matrimonial property*: During the FGDs, a number of respondents described the steps they have taken to promote their economic security and gain more control over the management and disposal of household resources.

"These days we don't allow to sign on purchase agreements as witnesses. Prior to this, whenever my husband would be purchasing something ii would sign as witness but now I sign as a co-owner. When FIDA trained us I realized that I had been mistaken all along!!" (FGD with Bajja Basaga)

c) *Individual ownership of assets*: Clarity about women's right to own land and an understanding of the difficulty of exercising control over jointly owned assets has also increased the beneficiaries' desire and confidence to acquire their own land that is not necessarily dependant on their marital status. A number of married beneficiaries reported how they have negotiated with their spouses to give them portions of land which are separate from the husband's estate;¹⁴ and thereby reducing their economic vulnerability. However 72 women (10% of the targeted group) including single and /or widowed have taken advantage of the land markets to hire and/or purchase their own plots (thanks to the loans drawn from the village savings & loans associations under the women groups).¹⁵ It is important to note that due to lingering social norms, independent purchase of land by married women is still regarded with great suspicion.

Having independent and secure land tenure rights has had an impact on agricultural productivity as women are in control of how and when to use it. During the FGDs, women reported that having full control of their land has enabled them to leave some portions under fallow and therefore increase land fertility.

d) *Registration of property*: Due to the ambiguous tenure system and overlapping property rights, some of the women who have acquired land have taken steps to register their ownership and obtain titles from the Buganda Land Board to ensure security of tenure. Individual women entrepreneurs and some of the women groups have also registered their businesses and are now legal entities with the ability to transact business formally. However, from the feedback, this has only been possible due

¹⁴ FGD with Tubebumu women's group

¹⁵ FGD with BWOLA, Awakula Ennume

to the presence of FIDA Uganda which has facilitated the process by meeting the prohibitively high costs of registration and assisted the women to navigate through the stringent business regulations.

ii) Increased reporting and referral of cases: The evaluation also established that the programme is assisting women to claim their property rights through formal justice mechanisms, which have hitherto been inaccessible, due to limited awareness of the options for legal redress and the costs of accessing justice. According to the records, FIDA's Luwero office has registered over 722 cases, including 183 land cases registered by women (land grabbing and forceful evictions by investors, relatives and spouses). Women, children, PWDs, PLWHIV and even men have been supported to reclaim their land and/or to negotiate the return of assets seized by relatives mostly through counselling, mediation and where necessary litigation

Apart from property disputes, beneficiaries have sought legal aid from FIDA on other violations that affect women's wellbeing and may hinder women's economic participation. Cases handled included domestic violence, child custody and maintenance. Whereas enforcement remains a challenge, the FIDA office has provided the women with some respite, compared to the local authorities who frequently demonstrate bias in favor of men. During the FGDs, beneficiaries reported that for many indigent women, the presence of a lawyer during mediation and/or legal representation in court has made all the difference and enabled them to successfully challenge rights violations. Women with disabilities also reported that the legal literacy campaign had empowered them to seek justice and given them the confidence to stand up for themselves.

"Men used to control and abuse us. Even when I would start something but still he would have control over it. But now women know the law. I can refuse to give him the money and if he argues, I will go and report him to FIDA." (FGD with Twekulalulanye group)

It is thus evident that the legal aid interventions are addressing risks of gender based violence and providing support for survivors of violence.

Challenges

However whereas significant progress has been registered, women's ability to claim their economic rights has been tempered by:

- *Plural legal regime: The coexistence of customary, statutory laws provides opportunity for discrimination and bias.* Social tolerance for GBV and the application of customary inheritance practices based on beliefs that land can only be transferred through the male lineage continues to undermine women's property rights. Many women and widows (particularly those outside the programme area) are still being evicted from their homes.
- *Fraudulent practices in land acquisition and poor enforcement:* Insecurity of tenure has also escalated in Luwero due to rampant land grabbing. Women are generally more vulnerable because their claims to land rights are generally weak. *Bibanja* holders are routinely being evicted by investors and real estate developers buying large parcels of land from absentee landlords. This confirms the findings of a study by the World Bank that showed that countries with poorer records of formally recognized rural land tenure attracted greater interest from investors (WB 2010). In

June 2017, Luwero topped the list of over 1000 land grabbing complaints that were registered with the Land Commission of Inquiry.¹⁶

The problem has been aggravated by weak enforcement due to corrupt tendencies amongst some of the local leaders, public officers and law enforcement personnel/ JLOS institutions who connive with the land grabbers. Women are unable to challenge these injustices, often due to their inability to match the might and resources of their trespassers.

“Grabbing land from us has really scared us. These days a piece of land can have 7 titles and you wonder who is who? We have no protection from LCs they connive with the thieves. And the grabbers come from outside this community.” (FGD with Kukola Sibigambo Group)

- **Insecurity of land tenure:** The evaluation team also learned of cases of exploitation of women arising from unfavourable terms for renting of land. Because of their inability to pay rent for long periods, women are restricted to short term crops and frequently evicted from land after only one season. Once they have tilled the land and increased its value, landlords have a tendency of increasing the rent and/or looking for new tenants.

“Running costs are high because we can only rent 1 acre of land and yet we would like more but cannot afford. The group has no land and when we try to rent it is so expensive. And after the season the land owner tells us to leave and go elsewhere. We make agreements for a season.” (FGD with Kukola Sibigambo)

Land grabs have created insecurity and uncertainty making it difficult for us to rent land for collective farming. In fact land for rent is scarce and when you find it, the cost is very high we don't know if we can still afford it. This is quite an issue for us because for a collective activity we grow matooke which takes a long time to grow and you need for longer seasons unlike crops like beans, maize etc. which take like 3 months to grow. (FGD with Timbasanga)

- **Insufficient resources:** The legal literacy campaigns and successful resolution of cases has generated greater demand for legal aid from both the targeted groups and wider community. While this is a positive development, it has stretched FIDA's resources in Luwero district, making it difficult to address all the reported cases in a timely fashion. The office currently has one legal officer who provides legal aid, representation in court as well as legal literacy campaigns in the community.

5.2.2 Result 2: Strong women groups with influence on productive assets and marketing related policies

The programme is progressively addressing the barriers to women's market participation by strengthening the women groups for collective action; and providing the groups with the knowledge, skills and resources they require to become active economic actors. As a result of these interventions, women have established networks that are enabling them to gain more access and control over productive resources and economic opportunities. The programme is also credited for promoting women's leadership, participation and influence on economic decisions. Despite However limited

¹⁶ NBS News, 18th June 2017, Monitor, 9th July 2017, Stakeholder from District Local Government

access to capital and inadequate entrepreneurial skills have constrained the development of more robust groups.

Information obtained from both the reports and FGDs with beneficiaries confirmed that the capacity building interventions undertaken by NAWOU are supporting women to work in groups, enabling them to engage the market and become drivers of their own economic empowerment. The programme has strengthened the group’s leadership, organisation, productive capacities and thereby increasing their access to assets and markets as indicated below:

- | Interventions by NAWOU |
|--|
| • Governance & gender training |
| • Functional Adult Literacy |
| • Training in Village Savings & Loan Association methodology |
| • Improved farming & production |
| • Value Addition & Marketing |
| • Cooperative Production |

i) Number of women groups in Luwero district equipped with capacities for improved organising, production methods, value addition and marketing

a) *Governance*: It should be noted that since the programme was targeting existing groups, there was not much emphasis on value of working together – but rather on how to work better together, hence the focus on governance. Strong groups are a pre-condition for collective action.

The governance of the 26 women groups has improved considerably following the institution of clear leadership structures, rules and regulations and adoption of basic management practices. A survey of the groups conducted by NAWOU in 2017 showed that 50% of the groups that have adopted democratic principles have experienced growth in membership arising from increased transparency, accountability, stewardship and ultimately group cohesion. The women groups are now operating more effectively than in the past and with the exception of 2-3, the majority have established group activities including VSLAs through which they pool resources; and joint enterprises where they jointly produce and market products.

“We learnt how to organize, mobilize and retain members in the group so that we can all remain in the group. We were 15 now we are 45 members. We never used to respect each other as members and the leaders thought they were high up above the rest of the members and would not give them a chance to negotiate/discuss. The leader’s decision was final. Now that has changed. We know how a leader should behave.” (FGD with Kukola Sibigambo)

b) *Registration*: Improved governance coupled with the formal registration of all 26 groups has increased the groups’ capacity to engage market actors and access productive resources. For example, 6 women groups have accessed funds from the *Uganda Women Entrepreneurs Programme (UWEP)* on the basis of their business plans and ability to demonstrate good stewardship (financial records and management systems). The groups received loans ranging from UGX 5 million to 7 million which are expected to boost the group enterprises. However others as indicated in section 5.2.1 have been able to engage other institutions and market actors on account of their legal identity.

c) *Savings & Credit*: The programme interventions have also promoted women’s access to and greater control over economic resources. Collective action and *pooling* of resources through the *Village Savings & Loan Association (VSLAs)* has increased women’s access to much needed credit which is a big challenge for women. The evaluation established from the FGDs that the training in VSLA methodology has streamlined repayment procedures and improved stewardship.

“We now have books for keeping our records. We have a committee for gardening, and saving which monitors gardening and saving. They show how much has been out in and what has been spent. This is all written in a book and the report is read to the group every week or when we sell.” (FGD with Kukola Sibigambo)

This coupled with training on “saving for investment” has motivated women to save more. The records show that members’ weekly contributions have risen from UGX 2000 to an average of UGX 10,000. Group savings in many groups have also doubled over the last three years. For example, the savings in one group LUWODA – increased from UGX 3,200,000 in 2016 to 6,380,000 in 2017. The ability to obtain loans on favourable terms i.e. low interest rates of 5% and without collateral has encouraged borrowing. Women are now able to borrow amounts from as low as UGX 300,000 up to UGX 1 million for re-investment in individual enterprises. Profits generated have enabled the women to acquire assets, purchase and/or hire land and increase agricultural production.

‘We had a savings group to which members were not committed, we used to charge a high interest rate to the members, thinking we were doing business. But now with the support of NAWOU we have revised the interest rates and members are able to borrow and pay back, at a low interest rate. It also saves us from borrowing at very unfriendly rates from Microfinance institutions, which in the end confiscate our assets.’ (FGD with Tubebumu)

d) *Productivity enhancement:* The programme has increased women’s access to market opportunities by enhancing their productivity and capacity to meet the quantity and quality of products required on the market. The records show that 85% of the women trained have embraced farming as a business. During the FGDs, the beneficiaries confirmed that the programme had introduced modern agronomic practices that have enabled them to obtain higher yields and profits. For example women reported how the adoption of simple techniques in spacing of banana suckers had resulted into bigger bunches of Matooke from 20 kgs to 30 kgs. The women also reported how training on planting and post-harvest handling of beans and maize (which are the main cash crops) has increased yields, reduced losses and enabled them to sell their produce at higher prices.

“Before, we would plant beans in 1 acre of land and get only 3 bags of beans at harvest time. But now because of better methods and seeds, we plant beans in one acre and harvest about 1500 kilos. We are also getting more money by sorting, grading and packing beans of one variety and color as opposed to when we used to mix everything.” (FGD with Bbutu Youth and Tubebumu)

The groups reported that they were selling their products collectively in order to access bigger markets.

e) *Value addition:* The groups have enabled women to access skills and technology for value addition and collective marketing, further enhancing opportunities for market participation. Although many are still at a nascent level, the technical support and production equipment¹⁷ provided by NAWOU has facilitated the establishment of *potentially* profitable group enterprises. Available information indicates that 8 groups are involved in fruit drying, 9 in production of briquettes and 10 in mushroom growing.

¹⁷ i.e. fruit slicers, silos, weighing scales, moisture meters, sealing machines, packaging materials and briquette making machines

Value addition has the potential to increase group incomes. For example, LUWODA - a group of women with disabilities which did not have any income generating activity prior to the programme, now earns an average of UGX 250,000 on a weekly basis from mushrooms. The group has since obtained a contract for supply of 100 kg of mushrooms on monthly basis to Ministry of Health; and it expects its earnings to grow even further, if it fulfils the contractual obligations

f) *Collective marketing*: NAWOU is supporting the formation of a co-operative - the *Luwero Women Producers and Marketing Cooperative Society (LWOPCO)*, as part of promoting collective action. When registered and operational, the co-operative is expected to support bulking and collective marketing of dried fruits, mushrooms, briquettes and sweet potatoes and thereby enable the women to access higher value markets that would normally be out of reach.

Although the co-operative is not yet operational, groups have demonstrated their appreciation of the benefits of collective marketing and are using their internal structures to source markets.

We used to think that one's role is only to plant crops like maize and beans and then a buyer would come and buys from you and whatever he wants is what he gives you. We now have a committee of 3 people who keep an eye on markets and help us in deciding what price we should sell our produce. This committee also looks out for events that might affect our prices and when they find a buyer they call on the group to bring their produce together so that we sell collectively because we earn more when we sell much at once." (FGD with Bbutu Youth)

"We have used the knowledge acquired to ensure that we sell as a group all that we do even though sometimes we for example have individual gardens of sweet potatoes but collectively make products like sweet potato powder. Since our group garden is small and cannot produce enough of what we want, this has helped the individuals who supply to the group increase group production and they also increase their income. The same applies even to other products like baskets, mats etc. individuals bring their finished products to supplement the group's production." (FGD, Bajja Basaga)

ii. Stronger linkages among women groups with influential voice on productive assets, marketing and related policies

Ensuring that women's voices are heard, and that their economic priorities are acted upon by government and other stakeholders is critical to women's economic empowerment. The programme is commended for creating new spaces for women and building their capacity to lobby and advocate for women's economic rights. A key achievement has been the establishment of the Luwero District Women Network (LUDIWONET) an advocacy platform which currently has over 65 registered member groups including the 26 women groups under the programme. Although still relatively young, the network is already engaging the local government and has through these efforts, enabled the women groups to obtain inputs (fruit seedlings and pesticides) from the local government authorities. 6 women groups have also accessed UWEP funds. The women's lobbying has also resulted into a slight increment in the district's reproductive health budget from UGX 5 million to 7 million.

The programme is also commended for expanding women's opportunities and participation in policy forums. 7 women from Luwero attended the 'Kilimanjaro Women's Assembly Campaign on Women's Land Rights' and participated in the drafting of the *Uganda Charter of Demands on Women's Land Rights*. Although these demands are yet to be acted upon, engagement in policy forums has given

women confidence and agency to take action at the local level. The beneficiaries reported that several women have engaged in community dialogues and raised the issues of land affecting the community in general and women specifically.

Challenges

Despite the progress made in strengthening collective action, the women's groups' ability to maximise market opportunities is being constrained by the following:

- Groups' ability to secure reliable markets is still relatively difficult due to insufficient quantities and inconsistency in quality of products and particularly the dried fruits, briquettes and crafts. The evaluation learned that although new markets have been sources in Kampala and elsewhere – the women groups are not yet able to fulfil the supply requirements.

For example one time we got a deal to supply a big hotel in Kampala with 20 Kgs of mushrooms daily. But even as a group we couldn't make it and needed other groups to come in also but we failed." (FGD with Bajja Basaga)

Inability to meet these requirements has partly been attributed to the individual members immediate requirements for cash and therefore the temptation to sell outside the group. Although the prices are lower, there is a market for mushrooms in Luwero and individuals can easily sell their stock to meet their daily cash requirements. However the lack of capital has also constrained production. Many groups cited the lack of capital as hindering their ability to buy equipment i.e. additional dryers, compacting machines, hire large acreages of land for group enterprises etc. Whereas the VSLAs have bridged the financing gap, loan amounts are relatively small and insufficient for the groups' expansion plans.

"We have a challenge that we cannot buy the things that we require and we end up spending a lot of time doing one thing in the gardens. For example we have 1 spray pump to use between 45 people and this makes us waste a lot of time. We need more capital." (FGD, Kukola Sibigambo)

- Inconsistent product quality is even more challenging and has also been attributed to inadequate equipment and infrastructure due to lack of capital. However some groups involved in fruit drying and briquettes were of the view that the technical support given was not adequate and that they required a longer period of mentorship.
- The groups capacity for growth is also being constrained by sector wide challenges including heavy reliance on rain as opposed to irrigation; inadequate pest control mechanisms; and the limited access to affordable and quality inputs i.e. pesticides, seeds etc. Groups engaged in mushroom growing reported that inputs/ seeds are not readily available, while those involved in fruit drying are constrained by the high costs of inputs during the dry season – hence making it difficult to sustain production quantities.

Building robust rural collective organizations is a gradual process that requires consistent and sustained support. However it is the view of the evaluation that more training to enhance women's

entrepreneurship should be organised to increase their capacity to seek their own solutions to challenges rather than depend on the programme and NAWOU as is the case with many.

5.2.3 Women Actively Participate in the Local and National Markets

The programme has registered some progress in addressing issues of market readiness among the targeted groups. Awareness of market standards, technical support on quality, collective marketing, market linkages and access to market information has enabled some women groups to penetrate higher value markets at the national and regional level. For the majority however, low production capacity and inconsistent product quality remains a barrier to market access.

EASSI’s initial mandate was to support groups to secure markets for their products at the national and regional level. However the low quantities and quality of products made it necessary for EASSI to scale back and shift its strategy to promoting market readiness, part of which NAWOU is handling. Notwithstanding these overlaps, the evaluation established that EASSI has incrementally increased a few groups’ capacity to participate in local and national markets as indicated below:

- | Interventions by EASSI |
|---|
| • Training on standards |
| • Establishment of a Market Resource Centre |
| • Training on value addition, marketing |
| • Strengthening market linkages (trade fairs) |
| • Establishment of a Co-operative |

i) Number of local or national market opportunities/linkages

a) *Standards:* A market capacity building initiative for 270 women on EAC standards¹⁸ for cereals has resulted into adoption of appropriate planting and post-harvest practices and subsequently improved quality of products. Several women groups mentioned how sorting, grading, improved storage, packaging and branding of beans and maize coupled with increased market information has enabled them access markets beyond Luwero. Although their quantities are still relatively small, some groups have obtained markets in Kampala, Gulu and even outside Uganda i.e. Kenya and South Sudan.

b) *Quality assurance:* The programme has, with technical support from Makerere University department of Food Science and Technology and mentorship from private service providers, supported groups to improve the quality of their products to marketable standards. Two groups - Merissa Beverages and Mama Mango, both of whom are engaged in production of beverages reported how acquisition of equipment and the training on quality management systems, good hygiene, storage, packaging and branding has enabled them to produce products that compete with others on the market.

“Before we would use a saucepan for production but now we have a pasteurizer. Sometimes juice would smell of smoke...we would use eyes (or nose) to see and smell; the taste of juice was not the same. Now we have a refractometer and the taste of juice is now uniform.”
FGD with Merissa Group).

¹⁸ FOKUS Partners’ Organisation Results Framework 2015 – 17

Both companies have since been certified by the Uganda National Bureau of Standards (UNBS) and have obtained the "S" mark which enables them to sell their products across the country. Merissa has increased production levels of its Hibiscus Juice from 60 to 144 dozen boxes a month; and has subsequently enjoyed an increment in sales from an average of UGX 600,000 to UGX 2,700,000 per month. Increase in production has also created demand for raw materials and subsequently an increase in outgrowers.

c) *Market linkages*: Beneficiaries reported that their engagement in programme activities i.e. exposure visits, trade fairs and national exhibitions has enabled them to network, establish new contacts and develop new markets. Some of the groups that the evaluation met, lauded the *Luweero Women's Information and Marketing Resource Centre* for linking them to market actors. The centre which was established by EASSI in 2016 has facilitated the display of products, access to market information; and co-ordination with buyers. Through this and other mechanisms, women groups have been able to access about 25 local and 18 national markets. Groups such as Merisa Beverages and Nice Vita Foods have established linkages with 10 whole sale businesses and 5 local super markets respectively. Merissa Beverages has also penetrated the national market.

The centre has also enabled women groups to access new markets using *online marketing platforms*. UGAMARKET one of the leading online markets in the country is directly advertising products of the women groups producing hibiscus juice, wines, orange sweet potato flour and crafts in Luwero. (<http://www.ugamarket.com/>).

Another important contribution made by the centre is the weekly dissemination of market information and commodity prices obtained from market online platforms¹⁹ via SMS. This has assisted the women groups to negotiate with various buyers and find the best value for their produce.

ii) Number of women groups that collectively market their products

Co-operative: However the biggest achievement has been establishment and registration of the Luweero Women Multi-purpose Cooperative Society Limited (LUWOMCO). 20 out of the 26 women groups have registered with the co-operative and there are 120 individuals members divided into 3 clusters: cereals, beverages and crafts, for whom the co-operative has brought the market closer. The co-operative supports bulking and collective marketing and has so far traded approximately 33.174 tons of cereals and generated income to the tune of UGX 14,549,100/=

Challenges

- Nevertheless, difficulties persist for women groups in accessing and competing in markets overall due to inability to fully and consistently meet and/or sustain market standards for quantity and quality. As indicated in the previous section, inconsistency in quality is affecting the sales of dried fruits and hence the need for sustained mentorship, this being a potentially very profitable enterprise.

¹⁹ Infotrade (Market information services), Farm-gain Africa (For agricultural marketing and market information), and Regional Agriculture Trade Intelligence Network (RATIN)

- Equally important for market access is the need to align products with market requirements. The groups engaged in crafts in particular, need support to adopt new ideas and increase the utility of their products in order to gain entry into new and higher value markets.
- There is also the need to harmonise NAWOU and EASSI's complementary roles on collective marketing and to explore the feasibility of having two co-operatives targeting the same groups.

5.2.4 Result 4: Increased knowledge and investment in improved farming practices in Luwero district

MAFA is credited for equipping women groups with the knowledge, skills and resources to produce agricultural crops and livestock that meet certain quality and volume requirements in a profitable and environmentally sustainable way. Beneficiaries reported that these interventions have increased crop yields, diversified livelihoods, improved food security and increased household incomes. However additional investments in farming are being constrained by land issues, irregularities in input supplies and climate hazards.

Output 4 Indicators	Baseline	Target	Actual	Achievement Status
More women adopt better farming practices by 2018 Increase in # women who have adopted better farming practices	152	280 85%	45% June 2017 382 ²⁰ farmers trained in agroforestry (100%) 243 HH i.e. 63% of beneficiaries used energy saving stoves	45% in 2017 is relatively low achievement however 382 is beyond the target and 63% is on track to meet the target ²¹
Increase in grass root women accessing and managing VSLAs by 2018 Increase in # women who have accessed and are managing village savings and loans	51	357 70%	55%	On track, given that the data in the 2 nd half of 2017 is not captured
Output 1 (EAGWEN)- Increased knowledge on economic rights, access and utilisation of related services among grassroots women in Luwero district. Increase in # grassroots women participating in parish consultation, development planning or budget processes		55%	25% by June 2017	95 out of 382 beneficiaries (25%) involved in budget planning processes ²² , so it is on track.

According to the available information, MAFA has played an instrumental role in addressing women's limited access to extension services and credit – both of which hinder women's economic participation. The evaluation established that MAFA has equipped the women groups with the knowledge, skills and resources they require to increase their productivity as indicated below:

²⁰ This is the total number of MAFA beneficiaries

²¹ A composite measure for the elements of 'better farming practices' and a clear formula for calculation is needed.

²² Additional information from comments after the validation workshop

Adoption of better farming practices: Respondents confirmed that MAFA has greatly contributed to improvements in farming practices among the targeted groups. Beneficiaries described how knowledge and the skills gained on soil preparation, planting, use of organic pesticides and soil conservation have enabled them to increase crop yields and incomes. The application of organic pesticides is enabling the groups to comply with the EAC standards for cereals and therefore their ability to sell their products across the region. One of MAFA’s groups - Balitwewunya Disability Groups has been linked to and sells cereals to the Luwero Women’s Multi Purpose Co-operative Society.

- | Interventions by MAFA |
|--|
| <ul style="list-style-type: none"> • Training and demonstration of better and environmentally sound farming methods • Production of energy saving stoves • Gender and Women’s rights • Disability rights • ToT on Community Agricultural Trainers |

Better farming practices have included the adoption of environmentally sound methods, including tree planting, inter-cropping, reduction in the cutting of trees and use of organic fertilisers – animal manure and ash to conserve soil composition. Beneficiaries also reported being equipped with skills to produce energy saving stoves and briquettes as a means of protecting the environment.

“We were taught how to construct energy saving stoves for the neighbourhood and make some money.” (FGD, Balitwewunya Disability group)

Livelihoods: MAFA has supported diversification of income streams through introduction of kitchen gardens (vegetable/mushroom growing) and animal husbandry (pigs, dairy goats). In addition to promoting food security at the household level, these enterprises stabilise incomes by providing daily inflows. The available data shows that increased farm yields and additional enterprises have raised monthly household incomes (of the groups targeted by MAFA) from an average of UGX 95,000 to UGX 270,000.²³

Access to credit: MAFA’s key input has also been the VSLAs, which are an integral part of its methodology and that have greatly individual group members. Beneficiaries reported that savings from the VSLAs have enabled them to obtain assets including houses, land, cattle; send children to school and to support other investments.

Rights awareness: MAFA has been actively engaged in increasing awareness of women’s rights and gender equality issues. In collaboration with FIDA, MAFA sensitised 275 women on women’s land rights and entitlements to matrimonial property. 11 women have since been supported to register and obtain titles²⁴ for land jointly owned with their spouses.

MAFA is also promoting the rights of PWDs through their inclusion and participation in economic activities. So far 23 women with disabilities in a group of 31 have been assisted to establish small income generating activities i.e. poultry, piggery and vegetable growing.

Capacity building: An important contribution by MAFA and also a sustainability measure has been the Training (TOT) of Community Agricultural Trainers. The CATS who are based in the targeted

²³ MAFA reports
²⁴ MAFA report June 2017

communities will continue to provide extension services to women groups and promote the adoption of better farming methods. MAFA has also equipped its groups with advocacy and leadership skills. 10 women from the targeted groups contested for political positions and 3 were elected as councillors.

Challenges

- The women groups cited the difficulty of obtaining genuine seeds; adequate supplies of organic fertilisers and pesticides for large acreages and the pesticide resistant army worm as some of the issues that have affected the adoption of some of the agronomic practices advanced by the programme.
- The rampant thefts of livestock (cows, goats, pigs) in Luwero is also discouraging many from livestock farming. This is also affecting the groups’ ability to use biomass.
- Land tenure system, overlapping rights and land grabbing in Luwero is also reducing incentives to invest in tree planting and soil conservation methods.

5.2.5 Result 5: Women with disabilities actively claim their Economic Rights (and Political Rights)

The programme is promoting social justice, human rights and participation of marginalized groups in economic and decision-making processes. Through Mama FM, UMA has created an advocacy platform for women with disabilities (WWD) that is challenging stereotypes. Information dissemination through the media has contributed to increased awareness of rights of PWDs, reporting of rights violations against WWDs; and to some extent increased participation of WWDs in economic programmes. The programme has equipped WWDs with advocacy skills that have enabled them to lobby for *inclusive* service delivery. However WWDs ability to claim their economic rights is mainly limited to the few WWD groups in Luwero who have benefitted from the full spectrum of programme interventions under the WEJ.

Output indicators	Baseline	Target	Actual	Assessment
2.3 WWD speak out on the radio station Mama FM weekly (Target: one-hour show– 48 times per year) Indicator collection report phrases this differently i.e. 20% increase of WWDs at grassroots level participating and influencing in radio show content on politics and governance by 2018	12	48 20%	Actual is 25 appearances for 36 months i.e. 52% achievement status	Achievement thus far is 52%, indicating the target may not be met, given current constraints.
Proportion of the target group that are WWD	2%	10% of 1320	105, leading to 80% achievement	The target on radio is almost wholly WWDs ²⁵
2.1 20% increase of Women with Disabilities (WWD) seeking information from NUDIPU, NUWODU & other PWD’s organizations on political representation, by 2018	5%	20%	12%	WWDs sought to change elections from electoral colleges to adult suffrage
2.2 Percentage increase of WWDs seeking out sub county councillors to influence change in	2 out of 100	20 of 100	15 of 100	Likely to be met by the end of the programme

²⁵ Some women with disabilities in a group supported by NAWOU were able to approach and access resources from the town council and at least one of them had participated on the radio programmes of Mama FM.

Output indicators	Baseline	Target	Actual	Assessment
policy and service delivery for WWDs/PWDs, by 2018.				
Output 3 Increased knowledge on legal and selected social/political/economic rights among selected grassroots women in the programme district 3.1 20% increase in targeted grassroots women consulting, seeking redress of rights issues with/through EAGWEN partners, other organizations.	113 women	20%	12%	Likely to be met
3.2 20% increase of targeted women participating in radio shows/other media, on the mentioned rights, by 2018.	205 women	20%	9%	Likely to be met during airing of remaining radio talk shows
3.3 Percentage increase in the likeminded groups/individuals mentored by targeted women sharing information, by 2018.	45 individuals	% increase in the number of like-minded groups	8%	DPOs and partners have reached out to WWDs and other PWDs through the radio and engaged UMWA in advocacy and information dissemination

Uganda Media Women’s Association is engaged in media advocacy for women’s political and economic rights, and with a focus on women with disabilities. The evaluation established that the sensitization efforts conducted by UMWA through Mama FM have contributed to some changes as indicated below:

Increased awareness of rights: An important contribution by UMWA has been the creation of a platform that has increased awareness of the rights of PWDs, violations against PWDs and where to seek remedies. Sensitisation efforts have had an empowering effect on WWDs, including bringing them to the realisation that PWDs have the same rights as everybody else; including the right to earn income.

- Interventions by UMWA**

 - Advocacy for rights for women with disabilities
 - Media Talk shows
 - Capacity building on economic rights

“We are no longer dependents ‘we have been encouraged to boost our finances by carrying out different projects’ (our parents used to hide us and keep us behind curtains but Mama has brought us out and we have to sustain ourselves without begging.” (FGD with representatives of WWD organisations).

Increased awareness of the rights of PWDs has also resulted into some positive changes in disability programming in some local governments. Advocacy campaigns using the media platforms have also resulted into the development of a draft ordinance on disability by Kampala City Council Authority (KCCA). Respondents also reported that Kawempe division has made some changes to its grant programme and will in the future combine grants for PWDs with business and leadership training.

Increased awareness of disability rights has also created some champions. A staff member of UMWA has since taken on a degree course on community rehabilitation in order to support PWDs.

Advocacy capacity: UMWA’s interventions have strengthened PWD’s advocacy capacities. DPOs and PWDs have successfully advocated for the reduction or waiver of taxes on assistive devices i.e. sunscreen lotions and shades that are needed by people suffering from albinism.

WWDs in Luwero have also utilised the skills obtained to successfully lobby for the revival of the Disability grant in Luwero and access to productive resources. One group obtained agricultural inputs from NAADS and has established a group enterprise.

Challenges

- Except for 1-2 groups in Luwero, the majority of groups targeted by UMWA have not benefitted from the full spectrum of programme interventions and thus not in position to fully claim their economic rights.

5.2.6 Progress towards Programme Outcome

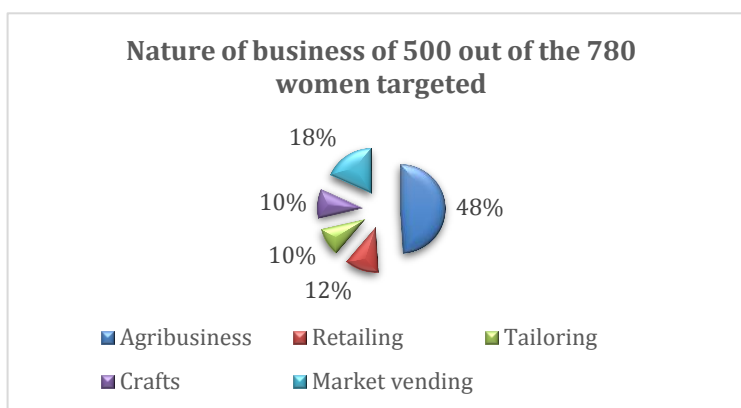
There is evidence of progress towards the programme outcome: *‘women more economically independent in Luwero district.’* With the exception of three, the delivery of outputs is on track and most targets are likely to be met within the remaining period. The programme outputs are contributing to the realisation of outcomes as indicated below:

Outcome Indicators

- # of women in Luwero district who own businesses
- The proportion of women who own land has increased
- Proportion of women’s agro business groups legally registered has increased
- Increased monthly income of women

i) # of Women who own businesses: The programme interventions have contributed to a significant increment in the number of women in Luwero district who own businesses. Prior to the programme, only 22% of the women in the targeted groups owned businesses. That number has since risen and even surpassed the programme target of 32%. As of December 2017, 43% of women in the targeted groups reported owning businesses.

The fact that more women own businesses is an indicator of the effectiveness of the programme interventions in increasing women’s access to and control over economic resources. Running a business entails continuous decision-making on allocation and utilisation of resources; and demonstrates women’s increased ability to make independent economic decisions.



Source: Statistics from NAWOU report (2015-17)

ii) Proportion of women who own land: Progress towards achievement of targets has been slower than anticipated. Only an additional 7% of women in the targeted groups own land registered in their names. This is approximately 50% short of the programme target of 15%. During the last three years only 56 women have approached FIDA for assistance with registration and titling. Whereas women are aware of the advantages of obtaining land titles i.e. economic security and ability to use the land as collateral where needed, registration of land remains low, mainly due to the high costs of

registration. As a result about 45% of the targeted women who own land continue to do so but without the legal documents to certify their ownership and thus their increased vulnerability to land grabbers.

iii) Proportion of women's agro businesses legally registered: In addition to the 26 women groups, an additional 50 individual women and groups have sought FIDA's support with regards to registration of their businesses at the district and/or with the Uganda Registration Service Bureau (URSB). However only 21 of these have obtained certificates²⁶ approving their trading name, ownership and shareholding. 29 applications are still pending due to among others, the stringent registration requirements i.e. proof of ownership of land. This has prevented many women groups within the district from registering since most of them do not own the land from which they derive their income. Some individuals and groups are also still reluctant to register their businesses due to requirements to submit annual returns; and fear that tax obligations will wipe away their profits.

However for those groups that have registered, benefits have included increased access to economic opportunities. Because of their legally recognised status, groups such as LUWODA Pineapple Growers and Processors, Merissa Hibiscus Beverages and Mama Mango are now able to transact business with a wide range of market actors.

iv) Increments in monthly incomes: The programme is on track to meet its targets. 71% of the women in the targeted groups have seen their monthly incomes rise from the baseline level of UGX 72,724 in 2015 to UGX 150,000 and above, by end December 2017. Incomes have also risen at the group level. Groups engaged in the production of cereals have enjoyed the highest incomes and have on average made gross sales of over UGX 2 million from 3 acres of beans and/or maize. Other high earning groups include those engaged in cassava growing and production of hibiscus juice. However, earnings from the sale of dried fruits and oyster mushrooms remain relatively low, mainly due to low quantities and inconsistencies in quality, and hence inability to penetrate more lucrative markets. Increased incomes as indicated in section 5.2.6 have increased women's contribution to household expenses, ownership of assets and ultimately increased decision-making power over utilisation of these resources.

5.3. Impact

From the feedback obtained, it is evident that the programme has had an effect on women's economic advancement, well-being, agency and the welfare of their families. However, while there is an increased appreciation of women's economic roles, there has been little change in norms governing household roles resulting into women's increased work burden. In some cases, women's increased contribution to household expenses has also resulted into some negative outcomes i.e. diminished financial support from their spouses.

Decision making

Many beneficiaries reported how an increase in incomes (see 5.2.6) had increased their contribution and control over household expenditure to household expenses (health care; food; clothing) etc. The most significant change for many women includes their increased ability to influence decisions at the

²⁶ Source: FOKUS Partners' Organisation Results Reports 2015 - 2017

household level. Whereas women previously waited on their husbands to decide when children return to school, they were now as a result of their increased incomes, in position to secure their children's education by being able pay school fees in a timely fashion; and/or take their children to better and/or boarding schools.

Those days our children were chased away from school because we were waiting for the husband to pay and if he didn't have money the child would sit at home even for a whole term. But now if they are chased away I can pitch in and pay. I used to use a tadoba but now I have bought a solar panel and the children can read better and perform better in school (FGD with Timbasanga)

Beneficiaries also reported of their greater autonomy over use of agricultural incomes and household assets. A number of women have using their accumulated savings managed to upgrade their homes from mud and wattle and thatched roof to iron-sheet roofed houses. 72 women have also bought and/or hired their land which has increased their decision making power and control over proceeds.

Food security and Nutrition

Diversification of income sources combined with improved agricultural productivity has contributed to improved dietary intake at the household level. Increased acreage and the adoption of better farming practices has increased production levels enabling sufficient food reserves at household level throughout the year.

"I now produce enough foodand I can afford to feed my children well. I no longer worry about selling everything that I have produced....and ensure that my children feed well.

'You can look at us here. There is nobody who has to go to the shops amongst us, to buy beans or posho. Despite the drought that has devastated the area, we are still food secure'" (Female respondent FGD Luwero).

Increased self-esteem

Beneficiaries spoke of their increased confidence and self-esteem – arising from their changed attitudes towards women's roles and capacity to earn. Other factors contributing to women's improved self-esteem include the acquisition of basic literacy skills and knowledge obtained on a range of issues; and is manifested in women's increased participation in community activities and confidence to offer themselves for leadership positions. Women value the respect they are earning as a result of knowledge and information obtained from the programme.

"I am one of those women who used to wait for men to give me money and take care of me. Now I can work. I do any job especially when I borrow money and have to pay back." (FGD with Bbutu Youth)

"I attended a family gathering recently where a number of issues were discussed including land conflict. Although I do not normally speak much, I somehow got the courage to stand up and share what we had learned about land and succession rights. I do not know where the words came from but before long, everybody was quiet and listening attentively. When I finished speaking, everybody rushed to congratulate me. I am still in shock about my new abilities." (FGD with Tubebumu Group)

Social Capital

At the individual level, participation in the groups and co-operative has created valuable social networks for women that are not only beneficial to their enterprises, but also to their social life. The groups have also facilitated access to critical supports such as medical care. Some of the women's groups e.g. Twekulakulanye are part of an established medical insurance scheme – entitling members up to UGX 200,000 worth of medical services.

We can now afford to pay the required 15,000 UG SHS for a group medical insurance known as "Munno Mu'bulwade". We pay 15,000 UG SHS per head but get treated up to 200,000 UGSHS

Spousal relationships

Some of the beneficiaries alluded to a reduction in domestic violence on account of women's increased contribution to household expenses. The women reported that since they had their own income – they were no longer pressurizing their husbands for small stuff and thereby reducing opportunities for quarrels. From the discussions, it was evident that the most supportive spouses were those who were also members of the women groups.

"We have a joint business with my wife in addition to farming. We sell paraffin so my wife can buy things at home she doesn't wait for me. And before I take a loan I have to talk to her about it and we agree so that we work together and pay Together." (FGD with Bbuto youth)

However, while there is some evidence of increasing appreciation of women's ability to contribute financially, several women also reported how men had abandoned their financial responsibilities and were leaving all expenses to the women. This meant that whatever monies they made were going into consumption and reducing their ability to save for investment.

We have extra burden at home because the men have abandoned their responsibilities like paying for school fees and buying things at home. (FGD with Bajja Basaga)

Time poverty

The strengthening of women's position as economic actors has also resulted into an increased work burden for the women, who maintain a disproportionate burden of household care roles. Their participation in diverse economic activities demands more of their time too.

Institutions

There have been some changes at the institutional level, albeit modest. Increased appreciation of women's economic potential by the local government has resulted into an offer of land for the construction of a bigger Women's Resource Centre. The local government has also instituted a few other policy measures including reinstating the Disability Grant. The District Council also committed to increase the reproductive health budget from UGX 5 million to 7 million.

Changes in institutional practice remain minimal. While sensitization on gender issues and women's legal rights has resulted into an increased number of referrals between JLOS institutions, local councils and FIDA, feedback from the beneficiaries suggests a lingering bias against women and girls. There is inconsistency within these institutions with regards to enforcement of women rights.

On the whole, there has been less traction in terms of changing social norms and cultural practices that undermine women’s economic advancement. Despite what the law says, there is still a high tolerance for GBV in Luwero and maintenance of harmful practices.

“Like among the balalo girls are married off at 13; a man of 45 comes with a girl of 14 for HIV test, saying they have agreed with each other... any attempts to impress on them the law leads to accusations of interference...the district is unable to intervene ...the police say... you should leave, the girl is old, she accepted, the parents accepted’ (KII with stakeholder).

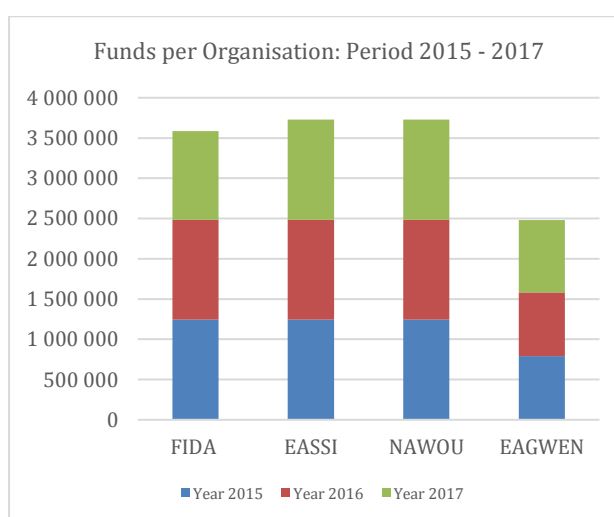
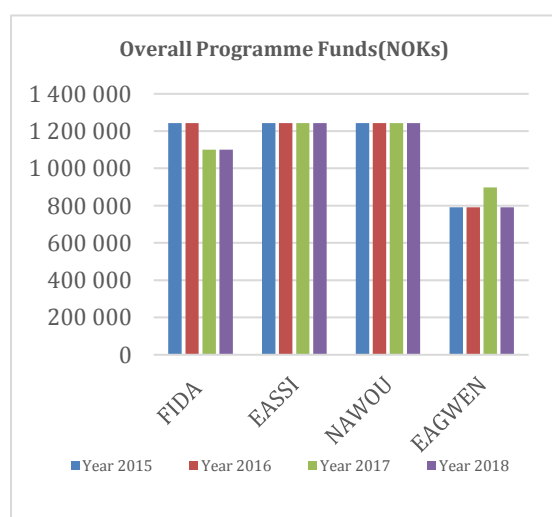
Physical environment

While it may be too early to note any significant changes, it is worth noting that programme beneficiaries are slowly adopting conservation practices aimed at protecting the environment. These include the use of cover crops, crop rotation, organic fertilisers and pesticides and planting of trees within homesteads. The communities are also increasingly adopting the use of briquettes, as an alternative to charcoal, albeit slowly.

5.4 Efficiency

5.4.1 Expenditure

The four-year budget²⁷ for the “Women’s Economic Participation and Rights in Uganda” programme amounts to NOK 23 million (or NOK 6 million a year). Approximately 90% of these funds have been obtained from NORAD with modest contributions of NOK 457,107 from FOKUS and the Norwegian Women and Family Organisation (NWF) - 30% of which have gone towards the administrative costs of both organisations. All parties have made their contributions and a total of NOK 13,526,791 has been disbursed to date and distributed between the Women Economic Justice (WEJ) pillar and East African Programme for Empowerment of Women (EAGWEN) partners as indicated in the charts below.

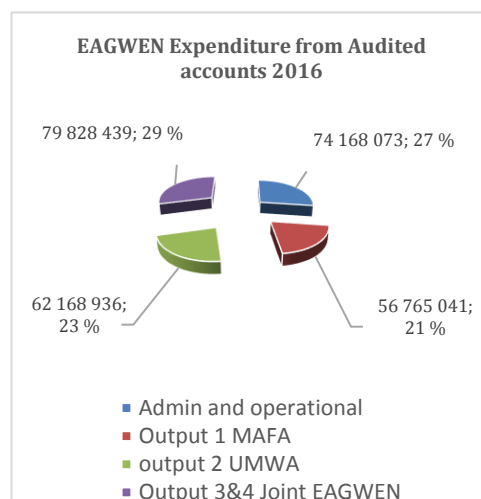


²⁷ “Organisational Review of FOKUS” carried out by FGD Sweden (December 2017)

The distribution patterns indicate that the WEJ consortium has received the bulk of funds (84%); while the EAGWEN partners have received only 16%²⁸. It appears that these percentages were determined by the scope of activities to be undertaken by the different partners. However it has emerged from discussions with the EAGWEN partners that their activities have been significantly underfunded. UMWA was forced to scale back its activities and hence reaching fewer people than initially anticipated. Insufficient funding has also contributed to a high staff turnover in MAFA and subsequently demoralization and some inefficiencies in programme implementation.

NWF budgeted for 10% of the EAGWEN cost for its administrative activities (Source: MOU 2015) and made a contribution of 52,000 (7%) of its own funds to cater for these costs. The funds are used by NWF to cover audit expenses in Norway; annual follow up and monitoring visits to Uganda, supplemented by voluntary unpaid input by NWF members. FOKUS budgeted an amount of NOK 100,000 to contribute to administrative costs, which are more than the budgeted amount, utilising its professional staff to contribute to and support the programme in different ways, also at no extra cost²⁹. The “administration” costs have been used for supervisory technical input by FOKUS, in fostering relations, quality assurance and networking activities with the Ugandan organisations during supportive travel visits.

The breakdown of expenditure as per financial reports³⁰ indicates relatively high administrative costs by all the Ugandan partners, particularly the WEJ consortium, varying from 21% - 29% of the organisations’ programme budgets. An interesting observation are the variances in salary costs between the partners. However these seemingly high costs have been justified by the scope and nature of the programme interventions. The targeted communities are spatially diverse and have increased logistical expenses. Most of the programme activities are capacity building interventions, field based and *human resource intensive* necessitating the deployment of

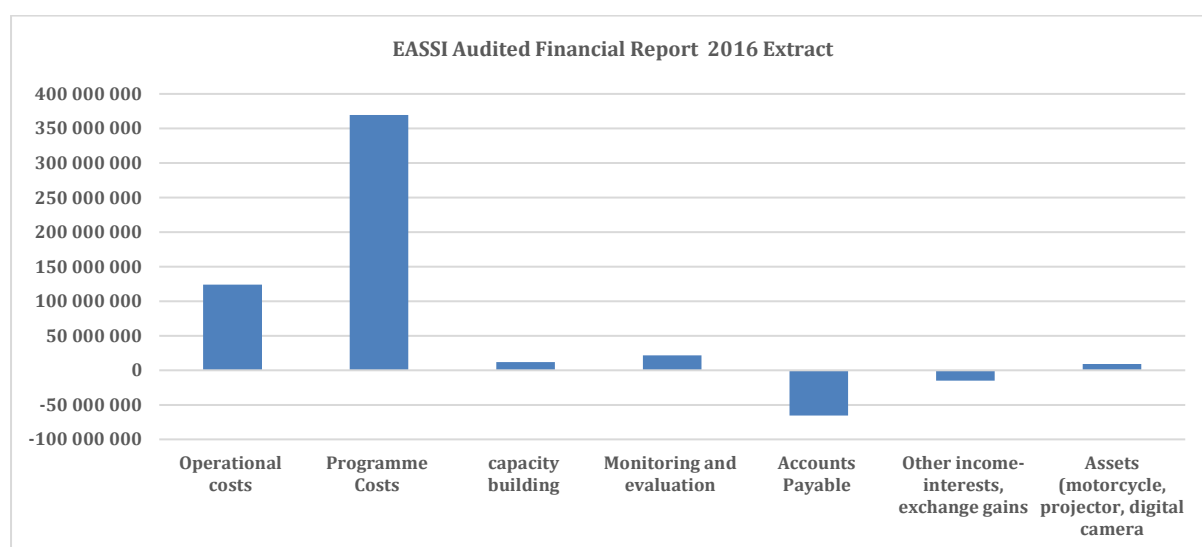
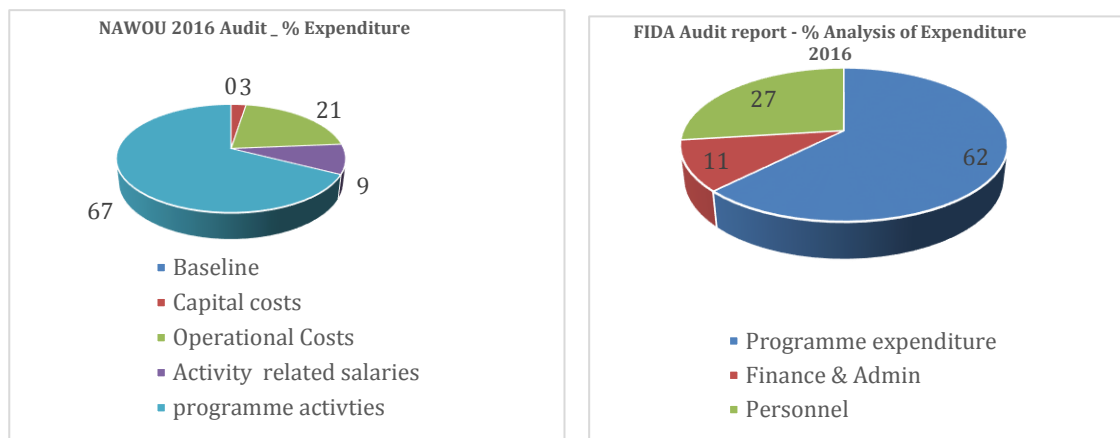


²⁸The EAGWEN network has been in operation for several years and has worked together prior to this programme. The funds are disbursed through the NWF, which monitors programme implementation, together with FOKUS and provides technical inputs for the network. With the inception of the programme under review, conferences organised through NWF involve the WEJ consortium.

²⁹ Additional information from interaction with the partners in Kampala.

³⁰ The unaudited financial reports used here are those covering 2017 up to Dec.

organizational staff and highly skilled external resource persons to different parts of Luwero for extended periods.



The financial and organisational set-up involved in the administration of a relatively small, but complex programme is relatively complicated. It has however ensured proper stewardship of resources. The programme has in place a robust system for ensuring accountability. In addition to external annual audits, organisations are required to submit 6 monthly and 9 monthly narrative and financial reports. It is thus no surprise that the share of funds devoted to administrative costs is high where such a high standard of fiscal reporting is required.

However as the section above on Programme Effectiveness shows, most of the desired outputs have been achieved or on their way to achievement. Suffice to note that the manner in which the programme is structured and engagement of different organisations with complementary roles of the organization aims at increasing efficiency. As indicated in section 3, research studies have shown that complementary investments in women’s economic empowerment create a virtuous circle. For example interventions that promote a range of rights for women ensure that investments in relation to economic advancement are not derailed. Support for women’s property rights is strategic and a catalyst for improving women’s economic participation.

It is important to note that the many of the partners also operate at national and regional level and are leveraging their expertise, networks and resources for the benefit of the programme at no extra cost. The organisations are also engaged in advocacy efforts at the national, regional and international level – the outcomes of which would eliminate some of the structural barriers to women's economic empowerment (see section discussing the added value of the FOKUS and NWF).

Given the relatively small financial resources available, the complex implementation mechanisms involved, the synergies that the different partners have brought to bear, it could be argued that the programme has been relatively efficient and converted funds efficiently to effective outputs.

However, whereas efforts have been made to improve efficiency through joint planning and cross referrals; there have also been many missed opportunities for joint implementation of field activities. The WEJ partners have different schedules and frequently implement activities independently of each other even when targeting the same communities. Overlaps in roles particularly between NAWOU and EASSI have also resulted into inefficiencies. A case in hand is the establishment of two separate co-operatives. The linkages between the WEJ and EAGWEN partners should be further strengthened to enhance synergies and promote efficiency.

Other efficiency concerns include the delays in disbursement of funds to partners in 2017 which led to subsequent delays in implementation of some activities.

5.4.2 Appropriateness of strategies

Several strategies have been employed in the course of implementation. Below are some of those that have been considered the most cost – effective and/or efficient.

Exposure visits, Exhibitions and Trade Fairs: Beneficiaries view demonstration, exhibitions, trade fairs as the most effective approach for skills transfer. Women described how exposure and engagement with peers had inspired them and increased their appreciation of market requirements in terms of product quality; branding and packaging. These events also provided networking and marketing opportunities, further increasing women's access to markets.

The women groups also testified how visits and tours to demonstration farms had enabled them to visualise discuss and adopt good practices from successful farmers operating within similar conditions and value chains.

Mentorship: Engaging resource persons from similar value chains to provide sustained hands on support to groups has proved beneficial to improving product standards, quality and ultimately competitiveness. The achievements that Merissa Beverages has derived from its collaboration with Rena Industries are testimony of this.

Information and Communication Technology (ICT): The use of ICT, SMS media and radio have been instrumental in increasing women's access to market information in a timely and cost effective way. These platforms have ensured regular information on commodity prices and strengthened women's

bargaining power. The introduction of online marketing platforms is promoting market linkages in a cost efficient manner. UGAMARKET one of the platforms being used is advertising the women's products and gaining them exposure beyond Uganda's borders.

Legal Aid: Pro bono legal services have enhanced access to justice, particularly for indigent women. Several women narrated how their ability to secure legal representation had increased their confidence to claim their rights and seek legal recourse. Legal aid enabled women navigate land conflicts, domestic misunderstandings and enforce agreements and/or court orders. According to the women, FIDA's presence has to some extent reduced the level of impunity.

Community based volunteers: The engagement of community based volunteers i.e. the Community Legal Volunteers and Community Agricultural Trainers (CATs) has ensured sustained support to communities in terms of legal and extension services respectively. Proximity to the communities has ensured that support is offered in a timely fashion.

What has not worked well

- One –off trainings on value addition i.e. fruit drying / mushroom growing/ briquettes have resulted into the production of low quality products
- Community dialogues that do not sufficiently engage the wider community on discriminatory social norms and gender equality issues. The custodians of a patriarchal culture have not been sufficiently engaged.

5.5 Relevance of the Programme

The programme is consistent with Luwero district priorities and is addressing some of its key development challenges i.e. high levels of poverty arising from limited livelihood options and low productivity of the agricultural sector. The programme is deemed relevant for targeting women including women with disabilities and those living with HIV/AIDS who are more vulnerable and at higher risk of experiencing poverty.

The programme is commended for adopting a relatively holistic approach in addressing some of the key barriers of women's economic empowerment as listed in section 3 and the baseline survey³¹. From the feedback obtained from the beneficiaries and other stakeholders, the programme interventions have contributed to women's increased agency; voice, inclusion and well-being. The specific ways in which it has achieved this are discussed under the sections on programme effectiveness and impact.

However, while the programme has evidently contributed to women's economic advancement, it has not sufficiently addressed women's relational environment. The sensitization efforts have mainly focused on women's legal rights and mostly confined to the targeted groups, rather than the wider community. As research has shown: economic empowerment will only be possible and sustainable if

³¹ ³¹ Niwamanya. M: Baseline Survey Report for the Women Economic Justice Project in Luwero District (2015-2018)

there are changes at different levels: within the individual (capability, knowledge and self-esteem); in communities and institutions (including norms and behaviour); in available resources and economic opportunities; and in the wider political and legal environment (Golla et al., 2011).

In Luwero, women's economic advancement is being undermined by threats of gender based violence. Indeed, as indicated, women's ability to exercise their agency in terms of choices and how they spend their money is being threatened by men's passive withdrawal. Women have also maintained an unfair burden of the household care roles. Although it is a long term process, it appears that the chosen strategies are not sufficiently engaging institutions, men and communities in challenging social norms and cultural practices that affect women. This gap, in the view of the evaluation team, could have arisen from the absence of a well-illustrated Theory of Change (ToC) indicating both the domains and pathways for change.

5.6 Sustainability

Although the programme is still being implemented, the partners are already putting in place sustainability measures that will promote the continued flow of benefits to the women groups and wider community. Examples include the following:

- a) FIDA is working with Community Legal Volunteers (CLVs) trained under a different initiative but conversant with the law. The CLVs presently support FIDA during community outreaches, sensitisations and also refer cases to the different offices. Because of their proximity, it is expected that CLVs will continue to educate, guide and support communities on legal issues.
- b) IEC Materials: FIDA has previously developed several IEC materials on legal provisions, procedures and referral mechanisms. This have been widely disseminated in the communities, local councils and civil society organisations. It is anticipated that they will be used by other agencies to sensitise communities on their legal rights.
- c) FIDA has in collaboration with the Justice, Law and Order Institutions established a referral mechanism to guide and support the reporting of rights violations. The different institutions magistrates, State Attorneys, Police are already referring cases to the appropriate offices and it is expected to continue even when the programme ends.
- d) Groups: In addition to strengthening the women groups for collective action, NAWOU has promoted the establishment of other collectives e.g. VSLAs and the Luwero Women Development Network. While the latter is expected to lobby for women's economic rights, the VSLAs are expected to promote saving and borrowing for investment. The Luwero Multi-Purpose Co-operative Group is which is owned and managed by women from Luwero is expected to promote collective marketing for years to come
- e) Local government officials: The engagement of district officials including the Gender and Commercial officer in training activities is promoting linkages between the local government and the communities
- f) The Women's economic participation and rights programme is being implemented by partners who are routinely engaged in gender equality issues using different approaches. It is thus anticipated that

some of the partners will maintain advocacy efforts at the national level to promote legal reforms and policy measures that will also benefit the women in Luwero.

These measures notwithstanding, there is a need to further strengthen the women groups by equipping them with the entrepreneurial and leadership skills that they require to grow and expand their enterprises.

5.7 Monitoring and Evaluation

5.7.1 Overall comment on M & E

The programme has developed an elaborate M & E system including results matrices against which progress towards targets and results is monitored. Partners report regularly on a 6 month basis on their contributions and progress towards goals.

Notwithstanding this rigor, there have been some monitoring challenges occasioned by some overlaps in roles and collaborative efforts. Monitoring of programme effectiveness and partners' contributions has also been complicated by overlaps in roles. For example both NAWOU and MAFA are engaged in improved farming practices and it is difficult to determine each partners' boundaries. There are also overlaps in reporting of advocacy outcomes to the extent that it is difficult to ascertain which organisation deserves credit for specific interventions.

In terms of measurement of results, there is too much focus on quantitative indicators and not enough on qualitative indicators. Indicators are also not sufficiently robust to capture the incremental changes in women's economic empowerment – thus making it difficult to articulate how change is happening. When compared against the economic empowerment framework – it is evident that most of the programme indicators are measuring domain 1 (capabilities) and domain 4 (economic advancement). As indicated in section 3, effective and sustainable economic empowerment occurs when there are shifts across all four domains. In this case, there are no indicators to comprehensively measure changes on domain 2 (institutions and norms) and domain 3 (social relations, networks). Despite their importance to women's economic empowerment, the absence of monitoring indicators for these domains could result into these areas being overlooked and missed opportunities for programming

The way outputs are measured in the results matrix may need to be adjusted to indicate in every instance, the base figures for the percentages used in order to provide a clear picture. Some of the indicators are linked to the overall numbers in the target groups but others could be linked to overall population numbers or percentages. In areas where there is an overlap in activities, the partners should consider measuring contributions to the attainment of the particular output.

5.7.2 Organisational level M & E

The elements of monitoring and evaluation of the programme are outlined in the MOUs the individual partner organisations have signed with FOKUS and NWF, which were harmonised at the programme with by the overall Programme Results Matrix, derived from the WEJ consortium and EAGWEN network matrices for programme implementation.

It is important to contextualise the system within which the programme M&E works. The system works at 2 – 3 levels of the implementing and partner organisations. Information needs are found at the individual organisation level, the network / coalition level and the consortium level³². The individual partner organisations directly obtain information from the beneficiary groups and partners.

The main elements of the programme monitoring system were the results matrices, the partner meetings that discussed collaboration and progress, the IP periodic financial and narrative reports that enable tracking of action as well as provide opportunity for monitoring value for money. These checks are supported by monitoring visits at all the levels. Feedback mechanisms support organisational learning.

FIDA has a comprehensive monitoring form. It measures group and member activities; what was learnt; changes as a result etc.

NAWOU's comprehensive monitoring tool addresses sub county level, group levels and individual changes; It closely follows the comprehensive initial information collection. The tools for NAWOU appear to assume that the groups are VSLA groups... NAWOU's data collection tool on knowledge and skills seeks both individual and group information;

FIDA monitoring does not address the issues of the other partners ... while that of NAWOU makes a small comparison of the work of EASSI and FIDA (but this should have included itself so all three are rated together).

EASSI, like its partners', utilizes the results matrix and tools and is developing a results based monitoring and evaluation system for all its interventions overall; and expects to have an online tool that can check outputs 'in real time'.

The EAGWEN arm, like their counterparts, utilize the programme mechanism of the results matrix, periodic narrative and financial reports, field monitoring trips and tools developed to monitor specific activities. COWA is involved in network level activities.

UMWA utilizes tools such as feedback forms for the radio programme to monitor recipients of information, callers, issues raised and the quality of the presenter. They use social media/ Facebook to advertise topics prior to the show. Thereafter they assess the caller information for the talk shows, and also receive SMS feedback responding to requests listeners to score the show. It maintains records of visits from various organizations and rely on pre and post training evaluations. UMWA also undertakes a biannual study of the listenership³³, and carry out FGDs to get information from beneficiaries and communities. They undertake an end of year review. The organization is constrained by the absence of a specific tool to enable them assess community level impact and the absence of a dedicated monitoring officer.

MAFA undertakes follow up visits, and analyses the numbers of individuals in their groups, involved in particular activities. They follow up changes seen in the work of the group and rely on feedback from the group members.

³² Coalition in this case is all 5 organisations together, with the northern partners

³³ FGD with staff

All the organisations have, or contribute to newsletters and IT materials, that provide information on how they are faring with different kinds of activities. The IT sites are testimonies of what is happening and can be visited for monitoring activities. Attendance lists and pre and post evaluation forms are used across the organisations for trainings and meetings.

In addition to the tools used, monthly programme meetings report on progress / provide updates. Joint meetings with districts are held where the consortium provides updates,(funded by a member of the consortium) while a database at the resource centre keeps a record of produce quantities there. One of the consortium members (WEJ) drafted a template which was shared to guide in monitoring with a focus on outputs and activities, with the idea of having a consolidated tool but ‘did not receive any feedback or support’.

Challenges

- i) Harmonisation of experiences and collective analysis of the individual IP role on particular interventions where collective input is made, is inadequate.
- ii) Outputs that are contributed to by different partners and yet reflected under a particular organisation; though useful, does not reflect the connectedness of the interventions in terms of joint action by the implementing partners.
- iii) The indicator matrix template is inflexible³⁴ and leaves no room for unexpected outcomes
- iv) Different measures / tools, forums and several monitoring visits to the same groups risks group burn out.

6.0 The Programme model

The partnership brings on board the complementarity required to deliver lasting change by addressing issues of discrimination, oppression and poverty that have contributed to the denial of women’s economic rights. The programme visualised action at the local, national and regional levels, collaborating with private sector, NGO and government institutions as needed.

Women’s Economic Justice FIDA NAWOU EASSI	East African Grassroots Women’s Network UMWA MAFA
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The programme model is a good one to the extent that it recognises and attempts to address the multi-dimensional nature of Women’s economic empowerment (WEE) and hence the need for multiple partners and collaborative efforts. It is evident that the partners under the WEJ and EAGWEN pillar have comparative strengths and advantages that are supporting WEE in Luwero. Based on the WEE domains in section 3, FIDA is focusing on property rights and women’s well-being on account of its expertise in legal education, representation and legal aid. NAWOU is promoting issues of voice, inclusion and participation as well as women’s economic advancement due to its experience with group formation, production methods and collective action in different parts of Uganda. EASSI is mainly focusing on economic advancement/ market opportunities – having engaged in collective marketing, market linkages and cross border trade within the East African region.

³⁴ Meeting with one of the partners

The EAGWEN pillar of the programme works with two organisations MAFA and UMWA. Like their counter-parts, MAFA is focusing on economic advancement due to its expertise on farming and VSLAs; while UMWA is promoting voice, inclusion and participation because of its media expertise and collaboration with PWDs. Collectively the 5 organisations are expected to deliver a sustainable WEE in Luwero.

The two programme pillars, WEJ and EAGWEN bring together organisations with similar interests, but complementary skills, experience and expertise that the partners have attempted to harness through joint planning and implementation of activities. However while collaboration is desirable and even necessary, in practice, partners are not working as closely as expected. The fact that every organisation has its own budget and reports against specific outputs has promoted 'independent' action and pressure to meet individual organisational goals³⁵.

The effectiveness of the programme model has also been constrained by the lack of clarity in some outputs which has also led to overlaps, duplication of efforts and some level of 'mistrust' between the partners.

Variances in resource allocations have also created some negative sentiments. The relationship between the organisations is slightly varied, with the EAGWEN pillar receiving funds directly through NWF, which in turn receives some funding from FOKUS, while FOKUS on its part, directly funds the three WEJ coalition members. Partners under the EAGWEN pillar do not feel that they are being treated like equals. ***'what we notice is that one network is given very little money compared to the other, for similar work'***³⁶ As result, *collaboration between the two pillars is not as close as it should be.* For example, while efforts were made to work with 'each other's groups' (between the WEJ and EAGWEN pillars) the planning did not elaborate partner support for attainment of each other's outputs.

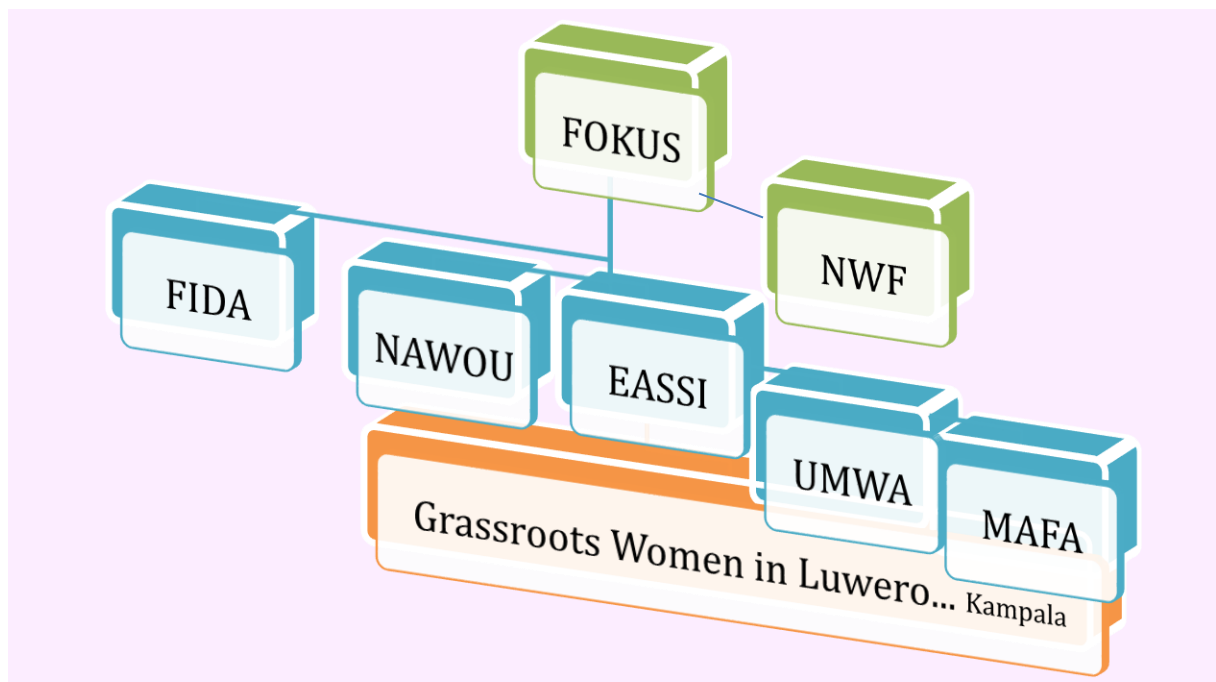
The model's effectiveness is also being curtailed by times that do not take into account complementarity. Timelines for meeting specific indicators did not adequately factor in the time lag necessary for one intervention to mature and support the next e.g. group organisation, skills improvement quality production, value addition and marketing. ... *'the biggest challenge was to understand (in practice) that the input of the other organization was important for their part'*³⁷. This led to some challenges and caused overlaps between organisations whose work depended on the output of another.

More needs to be done to support joint planning and implementation of activities in communities; and to synchronise monitoring and evaluation to involve and suit both arms. A more harmonised approach provides opportunity for coalition members to be adequately linked to the activities in the field and for local government partners to perceive the programme model and its implementation, as one.

³⁵ This was raised by a number of respondents, who acknowledged the importance of working together, but felt that their colleagues / partners were rather concerned about concluding their share of work instead of harmonizing their work together.

³⁶ Discussion with staff in partner organization

³⁷ Discussion with staff of partner organization



Last but not least, the work in the funding from the partners is crucial in enabling these organisations undertake the work necessary for women's economic participation and rights. While FOKUS is the face of the partners, the work they do is made possible by the funding from organisations such as the Kavli Foundation, which make it possible for the WEJ arm of the coalition to function, thus playing a catalytic role in initiatives reaching grassroots women in Luwero.

Matrix showing Interlinkages and possible overlaps:

Service	FIDA	NAWOU	EASSI	MAFA	UMWA
Support to access and training regarding Factors of production	Sensitisation on property rights, registration, litigation; collective action against land grabbers	Rights, VSLA development, low interest loans, inputs (pigs, poultry, seeds)	Inputs	Inputs (animals...pigs, dairy goats, organic fertilisers, seeds, seedlings and pesticides) , low interest loans	Information about availability of inputs
Environment		Energy saving stoves (MAFA collaboration)	-	Better energy saving stoves for groups and communities, environmental conservation	
Better farming		Training groups (Collab with MAFA)		Mentoring groups, training in sustainable agriculture, inputs demonstration CATS	Weather forecasts and publicity
Gender equality and DV	Awareness, sensitisation, arbitration, CLV			Awareness raising within group	Exposure and free airtime for FIDA
Group dynamics, and organisation	Formal documents needed	Community level training, book keeping, records, leadership and governance, time management			
Legal aid	Indiv. support, business registration, marriage formalisation, agreements,				
Legal education	Community dialogue; will writing, groups, proper record keeping			Collaboration with FIDA on rights awareness; training on domestic violence	Exposure and free airtime for FIDA
Marketing / trade fair		Marketing, cooperative	Marketing; cooperative for cereals	Marketing committees in group Participated in trade fair; group sales of cereals to cooperative	Publicity on trade shows; info system on farming, markets (info on market prices; Collab with NAWOU, EASSI)
Quality		Improving quality of the groups	UNBS Standard, link to other manufacturers and Manufacturer's trade fairs		
Radio programs					Awareness raising on disability matters;
Value addition / enterprise development	Support to registration and legal documents	Training on packaging and support to labelling, appropriate technology such as solar dryers, compacting machines, business planning, briquette making,	Equipment like a pasteuriser, refractometer and weighing scales for Merissa Packaging, support quality and standards for juices, cereals and crafts; registration, business planning record keeping	Training	Training of WWs on entrepreneurship, leadership, public speaking communication demand for service
Disability	Legal literacy programmes on Mama FM				Trained editors; provide space to reach PWDs advertised services for PWDs, space to meet at premises.

6.1 The Role and added Value of FOKUS and NWF

The Norwegian partners in this programme were instrumental in initiating the consortium model and supporting the programme set up, having identified partners who on their own, were working towards achieving similar goals. The NWF already had a partnership with the EAGWEN organisations, and had been supported by FOKUS in a previous programme, working with the Ugandan partners of UMWA, MAFA and COWA. The two Norwegian organisations were instrumental in linking the Ugandan partners together in a purposeful way, to align their efforts towards addressing the economic participation and rights needs of the women, in a non-compartmentalised way. They have maintained a presence in the programme, through periodic visits and linking the organisations to a number of networks. While FOKUS engaged in a new partnership with the WEJ consortium partners, EAGWEN continued a relationship with NWF, while all 5 organisations came together to provide services to women in groups; in Luwero and Kampala.

FOKUS as the overall responsible partner for the programme has played a critical role in aligning the key programme interventions, engaging the partners in discussing strategies, deviations and providing technical guidance in terms of the responsibilities of the partner organisations as well as the programme strategy. The technical advisor has throughout the programme period provided advice and support to strengthen the partnership, as well as engage with the local government of Luweero and beneficiaries, in support of the programme³⁸. The role of the Norwegian partners can be summarised as:

Technical Support and capacity development

Opportunities were provided for capacity development of the partner organisations in various ways. An important input at the programmatic level is the provision of and training in the use of various tools and templates by FOKUS.

The Norwegian partners deliberately promoted a focus on diversity and have been instrumental, in facilitating contacts between the programme partners and disabled people's organisations (DPOS) for disability mainstreaming³⁹ and service delivery to women with disabilities in particular and persons with disabilities in general.

FOKUS has been credited with providing the partners with skills in movement building, which is part of what an organisation like NAWOU has been engaged, and indeed under the programme, some strides have been made in developing a district network.

Both FOKUS and NWF have encouraged and provided training and engaged the partners in resource mobilisation, Human Rights Based Approaches and the Results Based Management of programmes. All the partners therefore follow these approaches, and learn from those more conversant with the particular topic. This process has involved mentorship, while the opportunities provided by NWF, through its annual conferences has enabled engagement on pertinent issues.

³⁸ Some of these could refer to the Norwegian partner staffs by name.

³⁹ NAWOU was linked to NUDIPU and plans to draft a disability policy to enable it mainstream disability

With FIDA, collaboration on other matters of strategic interest to the economic rights of women were engaged with, including training on human rights leverage and addressing some cases at the OECD level. A number of opportunities and technical support has been introduced to enable the organisation utilise international instruments in pursuance of justice for women, beginning with the specific case of women flower farmers who were being exploited by their employer.

FOKUS and FIDA both sought to approach economic rights of women from an inbuilt legal rights perspective, through the partnership.

It is also worth pointing out that the partnerships have also had an international dimension. FOKUS together with the directors of NAWOU, EASSI, FIDA and UMWA attended the 61st session of the UN Commission on the Status of Women (CSW61). There FIDA presented "A case based introduction to the UN Guiding Principles on Business and Women's Human Rights" based on FIDA's work on female workers' rights violations in a Dutch-owned flower farm in Uganda. Subsequently, together with FIDA, FOKUS led a training session for Ugandan CSOs and trade unions on OECD guidelines for multinational enterprises and the OECD complaint mechanism focussing on the gender dimension. FOKUS and FIDA have also collaborated on preparing a formal complaint to the Dutch OECD Focal Point regarding the Dutch-owned flower company.

Resource Mobilisation

FOKUS and NWF have played an important resource mobilisation role. FOKUS has gone further to engage in direct support, such as making attempts to market the production of the various partner organisations, through their linkages⁴⁰.

Networking and Linking

The organisations played the role of connecting partners to Norwegian Women organisations relevant to the programme as well as to International forums addressing various aspects of women's empowerment, e.g. those on Rights and international litigation on rights, for FIDA. FOKUS enabled staff of the partner organisations to participate in and understand the processes of the CSW (Committee on the Status of Women) in New York; thus supporting their participation and engagement in scrutinising government obligations, while providing an opportunity for further exposure to international women networks and civil society organisations, at that level. It also gave an opportunity for the partner organisations to present a documentary during the CSW about the programme. Partner organisations got renewed opportunity to engage with the International women's movement. EASSI was facilitated to travel to Norway and connected to a business women's network in Norway.

FOKUS has enabled connections between experts in other regions and the consortium members, who have gained from these links.

The Kavli Foundation

The Kavli Foundation, O. Kavli og Knut Kavlis Allmenntittige Fond (Kavlifondet) Bergen, has contributed around NOK 500,000 a year to the programme and made a significant and particularly useful contribution to the implementation of the programme. This is particularly significant as the Foundation attaches relatively few conditions to its contributions. This enables the Programme's

⁴⁰ KII Partner organisation staff

managers both in Norway and in Uganda to operate freely so that they can function flexibly and have a leeway to improvise where it may be required. The Foundation's contribution is thus a key element in the effectiveness of the Programme.

7.0 Conclusions and Recommendations

The *Women Economic Rights and Participation Programme* (2015-2019) consists of two pillars: The *Women's Economic Justice* (WEJ) and the East African Program for the Empowerment of Grassroots Women (EAGWEN); and is being implemented by 5 partner organisations in Uganda: *FIDA-Uganda*; *EASSI*; *NAWOU*; *MAFA* and *UMWA*. The partnership brings on board the complementarity required to deliver lasting change by addressing issues of discrimination, oppression and poverty that have contributed to the denial of women's economic rights.

CONCLUSIONS

The partners have made positive contributions towards the realisation of women's economic rights in Luwero.

- The programme has promoted women's agency and inclusion; and women including WWDs are using their knowledge of the laws to claim their rights to equal inheritance; equal shares of matrimonial property; and recognition as legitimate and legal owners of land and property. However institutional challenges and deeply embedded socio- cultural norms and practices continue to constrain enjoyment of rights. There has been insufficient engagement of men and cultural institutions.
- Programme interventions are promoting collective action and women's economic leadership to enhance access and control over productive resources and economic opportunities. However sector wide challenges and some skill gaps are affecting the groups' ability to penetrate new markets.
- Increased compliance with standards and collective marketing have gained some women groups access to lucrative markets at the national and regional level. Nevertheless, inconsistencies in product quantities and quality remain an issue
- The programme has been particularly beneficial to women with disabilities, who have found their voice and received support to address some of the societal prejudices and discrimination that they face.

RECOMMENDATIONS

Increased ability of women to claim their rights

- i) Widen the scope of community dialogues and engage communities, cultural leaders and institutions on discriminatory social norms
- ii) Engage in evidence-based advocacy at district and national level on land tenure systems (FIDA), particularly in relation to the land grabbing that appears to be affecting the programme area,



Luwero. Strengthen linkages between grass-root implementation and policy advocacy at national, regional and international levels.

Strong Women Groups with influence on productive assets and marketing related policies

- iii) During the remaining phase, restructure collaboration with the existing local government (CDOs, Extension workers) and where possible engage them in order to obtain more easily accessible local resources.
- iv) Develop an entrepreneurial training and mentorship strategy for all the groups to promote sustainability

Women actively participate in local and international markets

- v) Support value chain integration by linking more producer groups to processors and engaging the processors in training about quality and standards, but also in guaranteeing markets.
- vi) Support capacity building interventions and mentorships for women groups engaged in crafts and fruit drying to promote quality of products

Increased knowledge and investment in improving farming practices

- vii) Develop market linkages with agro-input suppliers to ensure consistency in seed quality.

Women with Disabilities actively claim their economic and political rights

- viii) Support formation of viable WWD groups and foster linkages with other partners in consortium.

Monitoring & Evaluation

- ix) Improve articulation of ToC in order to identify possible gaps in strategy; and adoption of a more holistic approach to women's economic empowerment.
- x) Strengthen alliance between partners through regular reflection meetings, development of joint plans and joint results monitoring.
- xi) Adopt a greater level of flexibility in tracking and reporting progress e.g. by tracking negative changes; tracking incremental/ less tangible changes toward women's economic empowerment; tracking how change happens and how gender relations are shifting, rather than sticking to only performance against predetermined goals and activities.