

Final Report

FOKUS: External evaluation of The East African Program for the Empowerment of Grassroots Women (EAGWEN).



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Client: FOKUS

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List of Acronyms

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| ANPPCAN | African Network for the Prevention and Protection against Child Abuse and Neglect |
| CAT | Community Based Agriculture Trainers |
| COWA/CVTS | Companionship of Works /Centenary Vocational Training School |
| DV | Domestic Violence |
| EAGWEN | East African Grassroots Women Empowerment Association |
| ET | Evaluation Team |
| FGD | Focus Group Discussion |
| FOKUS | Forum for Women and Development |
| GADECE | Gender and Development Centre |
| GBV | Gender Based Violence |
| GWEN | Grassroots Women Empowerment Newsletter |
| MAFA | Maganjo Farmers Association |
| MoU | Memorandum of Understanding |
| NCG | Nordic Consulting Group |
| NGO | Non-Governmental Organisation |
| NOK | Norwegian Kroner |
| NORAD | Norwegian Development Association |
| NWF | Norwegian women and Family Association |
| SACCO | Savings and Credit Co-operative |
| ToR | Terms of Reference |
| UG SHS | Ugandan Shillings |
| UMWA | Uganda Media Women Association |

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We also wish to thank the staff of MAFA; the staff of COWA, the staff of UMWA and of GADECE who provided valuable time and made arrangements to enable the team meet with their members and beneficiaries or provided telephone contacts in the case of GADECE.

We would like to thank in a special way all the participants and beneficiaries of the different organisations who either shared their stories with us directly, or whose stories we accessed through the organisations we worked with. Except in the case of public figures whose actions are openly reported about, we have attempted to use fictitious names in the case studies in order to respect privacy of individual women, while utilising the stories of their experiences to illustrate a number of points.

Thank you all

Evaluation Team.

Executive summary

The Evaluation of the East African Grassroots Women's Empowerment Network (EAGWEN) programme focussed on the programme itself, as an entity and then the organisations that make up the EAGWEN partnership, including NWF as the external partner. The evaluation examined the partnerships between the different organisations and how it has affected the outlook for their beneficiaries in addition to examining the individual projects.

The evaluation team was charged with the task to; undertake an assessment of the extent to which the objectives of the joint programme have been achieved; examine the results of UMWA and MAFA's projects to inform future programme development and explore sustainability of benefits; evaluate processes and mechanism used by the organisations between 2009 – 2012 and provide recommendations for the future.

In undertaking the evaluation, the team carried out a document review and interacted with the staff and clientele of the different organisations. Discussions were held with all the partners within the EAGWEN network including with GADECE, which is no longer a partner under the EAGWEN. The focus of the team was on elements of the partnership and programmes with regard to relevance, efficiency, effectiveness, added value of NWF and sustainability. The findings and recommendations were divided into three different levels, with regard to the EAGWEN programme, and to MAFA and UMWAs individual projects respectively. Organisations such as COWA and GADECE are addressed mainly within the partnership, in their relations and collaboration with the other organisations within the network and in regard to their own project activities prior to the changes in their status in relation to funding and participation in the network.

Main findings in relation to EAGWEN:

In terms of relevance, the EAGWEN organises joint activities with the membership made up of organisations currently or formerly supported by the NWF. Under the network, interventions continue to focus on vulnerable women, on empowerment, knowledge and skills and decision making capacities as catalysts for change and improvement for them. The interventions confirm national policy guidelines and the national development plan.

The programme has done commendable work in three years; it has delivered institutional and capacity development benefits to its members and their beneficiaries, addressed information needs of both the organisations and their clientele in addition to that of the partnership. Practices such as the sharing of information, exchange visits, grassroots level implementation mechanisms that access network information, outreach to communities through field reporters were important elements of the achievement of results.

The partners reached out to a variety of people to provide information, sensitisation and skills development to improve opportunities and status of 'grassroots' women and contributed to the achievement of the programme objectives.

The EAGWEN programme is designed to address the issues of the beneficiaries holistically by tagging or mainstreaming them within the projects of all the network members and utilising opportunities provided by one organisation to enhance the overall objectives in the other, across all the organisations. Thus the partners undertake joint planning, showcase and share information and work with each other on issues of human rights, domestic violence, economic empowerment and entrepreneurship, utilising opportunities like free space on Mama FM, a shared GWEN newsletter, exchange visits and staff development through sharing of technical knowledge and skills. Several positive outcomes have been attained as a result.

In terms of efficiency, the inputs from the separate projects are meeting programme objectives and providing further added value.

The programme approach has not been wholly implemented as one joint programme with different components but as different individual projects and contracts to which was added the contract and reporting for EAGWEN, and thus indicated limited reduction in transactions and costs if at all. EAGWEN partners recognised these and the need for a network policy which had existed in draft form was finalised in January 2013. A strategic plan is one of the action areas foreseen in the future.

The partners have shared programme administration responsibilities although communication across some organisations posed challenges. There are no memoranda of understanding to define the relationship with and within the network. Instead the contracts / agreements between NWFs and each partner form the basis of the relationships. While the network has a board, it has to institute aspects of its governance structures to deal with both positive and negative developments. The policy prescribes the structure of the board of the network, specifying the specific duties of board members and therefore how the network will be governed. It also outlines structures related to network activities, such as the editorial board for the GWEN on the one hand and responsibilities and processes for financial management on the other, laying responsibility for the latter with the board of directors. It clarifies the role of the lead organisation and outlines the responsibilities of the other organisations with regard to joint activities. It also provides guidance on conflict management and resolution and conditions for the amendment of the policy.

The partnership and programme activities have improved visibility for some organisations including UMWA, which is a media organisation.

The programme has no defined plan for monitoring and evaluation, although all the applications and projects have set indicators, and there are monitoring actions like field visits by NWF, the annual conference and reports feed into the function. The reports are in general very optimistic in terms of achievement and talks less of challenges met and how to adjust the programme or project accordingly.

In general the percentage of the programme resources spent on activities as opposed to operational costs varies for the different partners and yearly within the organisations. The partners could enhance their efforts in justifying the priorities in terms of budgeting and resource allocation during the application process.

In terms of Effectiveness, the EAGWEN programme has achieved on a number of fronts and made progress on all the indicators. This is evident in the planned activities implemented and the results shown, though attribution to specific programme or project activities is sometimes difficult. Specifically for the beneficiaries of MAFA, there is economic activity amongst the women, evidence of kitchen gardens and acknowledgement of food security and improved nutrition amongst the women. Some women valued changes such as less dependence on spouses economically and in management of their affairs, simple but significant personal changes e.g. capacity to save and make meaningful investments of their income. There was less direct discussion by the beneficiaries linked to leadership, overall decision making and changes in observation of property rights, currently threatened by increasing land sales in the area and economic hardships faced by the families. Capacity building for staff of all the partner organisations is generally pointed to. A few case studies also indicated real change in the lives of beneficiaries / alumni for all partners, COWA, MAFA and UMWA. It is important to mention here that the *concept* of grassroots *vulnerable* women is not clearly defined to the extent that the organisations and networks are able to categorise their clients less generally.

Picking from the above, is the issue of capacities to reach identified vulnerable groups and how changed programming are leading to gaps that disadvantage these groups. This refers to COWA, which is slowly losing the capacity to train the most vulnerable and which has relied on NWF's other linkages to access funds to continue some of its work. NWF's efforts to support COWA in this regard is commendable but the question is how EAGWEN can support its members to remain true to their core business, or support them to manage conscious changes in outlook despite or in response to changes at the donor level.

How will the concerns from some programme elements such as financial sustainability affect sustainability of objectives and results for the target beneficiaries?

Cooperation with the partner in Kenya for a network mostly based in Uganda had mixed results. Whereas commendable work was done by GADECE for several years, eventually difficulties arose, and communication and some governance issues were prominent challenges. The question is whether the programme approach led to a loosening of controls and a change in attitude within GADECE, or whether it enabled the identification of weaknesses in the system, that should have been addressed through capacity development. This is a question that EAGWEN needs to reflect on and address through measures, safeguards and mentoring / capacity and systems development in the spirit of partnership and mutual growth for the network members and for NWF.

While good results were achieved, as observed in reporting where some planned numbers were surpassed, effectiveness also requires engagement with some of the challenges as a means to addressing them. There are gaps in terms of *measurement* of the results and of processes /weaknesses in monitoring, part of which can be attributed to staff capacity, in terms of time, numbers and 'skills match' to the required programme demands.

The technical accuracy of some of the themes needs to be carefully checked to determine the extent to which they are suitably addressed. This is an issue of organisational capacity and effectiveness in sharing information and expertise available in the network. The question for EAGWEN and its partner is whether its values and the elements of its culture is suitably captured and outlined in its critical documents. An added question is whether these are accessible physically and conceptually, to the organisations and their implementing mechanisms at the beneficiary level. The Network must also determine how important their dissemination is, to the lowest levels and how much work are we willing to invest in, in this regard? The answers to these questions will enable prioritisation and thoroughness in dealing with the crosscutting issues that EAGWEN ultimately is responsible for and provide room for support by the network to strengthen or support individual organisations to address them.

The adaptation of some of the concepts into practical action also requires some thought and capacity at the network level to support organisations to translate this information, even if it is for demonstration purposes. For instance, the network members got some expert sensitisation on biogas in November 2012, which was well received. The ET understands that the network members internalise such trainings and determine in their work plans, whether and what can be adopted and to what extent. The ET finds that a demonstration approach to bring topics addressed to a practical level enables adaptation in the short and long run.

With regard to sustainability, NWF as a partner to EAGWEN provides opportunity to maintain the collaboration even where direct funding is no longer done.

Capacity development at the grassroots level specifically enables continuity of action, by paralegals, by CATs, by members of women groups, by police, teachers and local leaders targeted, setting the ground for continued service delivery and change in attitudes and behaviour.

The systems to ensure **technical administrative and economic sustainability** of partner organisations is not fully assured under the programme design. However, discussions and planning recognises this fact and steps, however small are already envisaged e.g. a strategic plan for the network. It should be noted that financial sustainability appears to be a long term aspiration for the organisations, given the kinds of clientele they work for.

The sharing of competences and capacity as well as mutual support under the programme contribute to the strengthening of EAGWEN network and therefore its continued existence and sustainability. Set and known systems of responsibility, contributions, collaboration, entry and exit are important for continued growth and strengthening of the EAGWEN, which also has to define the level of ambition of the network.

Regarding the added value of NWF, several instances are highlighted, under EAGWEN but also in terms of support to the individual organisations. Some of these highlights include bringing together the partners; sharing of expertise, technical advice in project preparation, application, reporting, budgeting and accounting; linkages, mentoring and support to improvement of systems amongst the partners, friendship, overseeing of financial matters, creation of a forum for sharing of information and expertise and identification and facilitation of partners' participation in other international forums.

Some concern is raised with regard to communication and the systems available to reach out to and address 'thorny' areas. NWF and EAGWEN do need to ensure that these systems are in place to avoid disruptions in the partnership that could perhaps have been avoided or diffused.

Main Findings in Relation to MAFA:

The focus on food security and more intensive agriculture is relevant to the needs of the grassroots population in the area; particularly women who are concerned with ensuring families are fed, amongst other things.

The focus of MAFA is confirmed by the sub county officials to be within the main development objectives of Nsangi Sub County and that of the government, amongst which are poverty reduction. MAFA is involved and has supported the women to access the training in entrepreneurship and is also directly involved in support to value addition. The training on entrepreneurship and food security are relevant particularly in the face of increasing land scarcity.

The groups targeted by MAFA are currently involved in seeking to address the needs of their members. The project included training of Community Based Agriculture Trainers (CATs) under the network who in turn provide training and other support to the other women. Other than the CATs who are involved in community level work, including as nutrition scouts under the guidance of MAFA, the rest of the groups focus on their group members, and within that, capacities by the individual members to develop the capacity to receive some of the inputs.

MAFA's interventions are wide ranging and depending on scale, with the potential to address issues of environmental degradation and mitigate their immediate effects on the families and the communities, through energy conservation technologies and sustainable farming practices. The methods promoted by MAFA therefore are significant in mitigating the effects of climate change on families, and less so due to the scale of action, in addressing climate change in general. They are important in reducing contribution to climate change, at this point, which in itself is commendable. Another valuable intervention, that some of the groups appear to have had various experiences of is that of savings and loans. MAFA has enabled the women to access some loans and also to undertake systems of 'revolving livestock' for group members, with mixed results.

Regarding efficiency in its seven result areas, MAFA is most efficient its core activity agriculture, in improving farming methods, establishing resources and capacity for food security, building community level capacity through the work of CATs and extending a service to the community on issues of nutrition through the work of the CATs as community nutrition monitors. Efforts made at incorporating and building capacity with regard to the other crosscutting themes are more mixed, not for lack of trying on the part of MAFA but perhaps due to gaps in the strategies that it adopts.

The women's groups operate loans and savings schemes, where different standards are applied and sometimes three different kinds of microfinance activity within the same group. While these serve the different needs of the women, according to their means and capacities, it makes tracking difficult, unless there is a system of recording all the activities in the group. This is further compounded by the unknown quality of collaboration with other programmes and organisations that the women are affiliated to.

With the issue of effectiveness, some of the valued benefits include improved farming methods, social networks, and independence. MAFA has been able to reach its target in terms of numbers for

food security, inputs, loans, improved family income with good results. Fewer women talked directly about the benefits of the rights related themes. They appreciated the forums in which they were able to exchange information and skills and referred obliquely to the changes with regards to domestic violence, women's rights and family life.

One of the challenges with reporting and evaluation of the effectiveness is the way the figures are treated, sometimes without critical attendant information, making it difficult to gauge the actual message in the figures, e.g. when the weight used is missing, or adjustments are not made in the case of overlaps.

While MAFA consulted the local government officials on potential areas to target, and were able to pick out vulnerable women to support, it is the view of the ET, that the evidence in capacities of some of the women needs to be linked to the kind of vulnerability they had at the beginning of the project. The ET acknowledges that the women in the groups are no longer at the state they were in at the beginning of the projects and that their poverty and food situation had improved. Vulnerability needs to be defined at the outset, so that it is clear whether it is in relation to the level of poverty and basic need or because they had perhaps AIDS orphans to look after, had limited information on nutrition, had low levels of literacy; or vulnerability of a poor widow with many children and borrowed land. The challenge here is the *definition of vulnerability*.

With regard to sustainability, MAFA intends to move to another area because '*there is limited land for agriculture*' in Nsangi area and this is dwindling at a fast rate. In the view of the ET, vulnerability to food insecurity, poverty and landlessness in this area will increase and while women in some of these groups are able to continue their activities or the groups have a chance to nurture continued growth and development for their members, nevertheless several women in the communities, on the lower part of the scale still require support; and MAFA's groups also require some input or monitoring, perhaps so that they can act as catalysts and a demonstration for other women and men in the community. It is pertinent to mention here that the knowledge gained by the women and the rest of the community as a result of the activities under the programme will continue to be part of the sustained benefit of the project to the communities.

MAFA's sustainability plans as an institution are focussed on the farm in Luwero and on processing and demonstration to farmers as well as business for the organisation to raise money. In addition, it is our view that the structures currently in place in Nsangi i.e. the CATs, the women groups and the officials reached are also a resource that can support sustainability. The savings and credit activity for the groups is also another of the areas that promises to sustain attainment of the objectives outlined by MAFA, given strategic support focussed on systems and procedures at the group and organisation level. The change from food security to agribusiness is a good move in terms of raising resources, but cannot be viewed in isolation because one does not preclude the other.

The added value of NWF has been profusely elaborated by the staff of MAFA, who appreciated the closeness and easy accessibility enjoyed. Its support relates to technical and capacity building, exposure, introduction and some capacity development on rights, HIV/AIDS, domestic violence, and mobilisation through the partnerships and joint activities for staff and grassroots beneficiaries. MAFA has also benefited a lot from structuring of its systems as a result of mentoring and skills development by NWF e.g. accounts and report writing. It had opportunity to lead a network with 'more experienced' organisations, again improving its capacity. There is need to ensure that these kinds of benefits percolate through the organisation because it is in this same organisation that a crucial member of management left abruptly with effects felt at the network level.

Main Findings in Relation to UMWA:

The Uganda Media Women Association is involved in the EAGWEN partnership by virtue of its expertise in the media area and through its project on *amplifying women's voices on political and economic rights* on Mama FM. This radio programme discusses pertinent issues on the above topic and

reaches out to grassroots women to get their views through the call-in sessions, through participation directly on the programme and through views solicited in their environment, by staff of UMWA. The topics are relevant to the needs and interests of not only the beneficiaries of the EAGWEN members, but other women as well, in addition to the participating organisations.

Mama FM has acted as a voice for the network and the grassroots women and has illustrated its capacity to highlight topical issues and bring real change for instance through its support, with the collaboration of COWA, of the children at a remand home to 'amplify' their plight and their aspiration to go back to the homes they had been uprooted from for various reasons.

With regard to efficiency, UMWA has demonstrated good utilisation of not only funds, synergies between its different programmes but also opportunity to link up with other members of the partnership to meet their mutual interests. It has innovatively used its opportunities, despite the reduction in its result areas and thus funding. It has used a mentoring approach to spread the benefits of experience in programming to other members of the organisation.

The effectiveness with regard to the 'official' project under UMWA is attested to by the good reviews from the participants on the programme, who have found a useful platform and its capacity to generate further positive effects. The level of integration of the project is also an important indicator of its effectiveness.

Sustainability is served in the case of UMWA by the synergy developed between it and the other organisations and its capacity to provide leadership when called upon for some of the network members. The themes under the project can be easily mainstreamed. UMWA has undergone a session on resource mobilisation in order to address the issue of sustainability.

NWF has added value in relation to opportunity to reach out to a wider group of people and organisations, new information and capacity building of the staff and in terms of networking.

Main Recommendations EAGWEN:

The evaluation process has brought out a number of recommendations both at the overall EAGWEN programme level and for the two individual projects of MAFA and UMWA. Here is a summarised list of recommendations, which can be found in full detail in the main report.

Design of programme

- The partners should first of all clearly define what their goal is with the network apart from maintaining some level of funding from the donor.
- The partners should define a clear view of who will be members of EAGWEN network, what their characteristics will be and how the organisations will maintain membership.
- If the partners find it useful it is recommended to develop a light strategic plan of the network and define the goals and objectives of the network and how they intend to get there.
- The above is linked to having a network where some partners will have funding for their core activities while others have no funding and thus find difficulties in maintaining their core activities. The network and donor should reflect upon what kind of risk this may pose to the network in terms of imbalances.
- The adequate level of funding and the expectations and ambitions with regard to results need to be discussed and agreed between NWF and FOKUS.
- With GADECE being phased out of the programme, the network should consider, and discuss with FOKUS, how they can bring in another partner working more specifically on women's rights and domestic violence and legal aid in order to enhance other partners' capacity in this field.
- The roles and responsibilities of the partners in the network should be spelled out in a MoU to level out expectations as to roles and responsibilities.

- The programme should learn from the lessons of working across geographical borders without addressing regional issues and instead keep the programme within one country. However, the option of having a regional network in the future should be left open for when the time is right.
- It is recommended for the future design to give more attention to the internal programme and project risks which should include but are not be limited to: turnover of staff, reduction in funding, lack of skills or capacity of staff, corruption or fraud.
- NWF and the network need to discuss in their risk analysis the response to different problems that may be experienced at the partner level, focussing on provision of services to the vulnerable groups.
- It is recommended to keep strengthening the income generating activities to ensure that they benefit all members of the groups and that further outreach is made to more vulnerable women.

Added value

- Reflect upon which kind of technical support can be provided by NWF and FOKUS apart from capacity building in project management including support needed by the partners that will be the responsibility of NWF and FOKUS to deliver and for which the partners can also monitor them.
- Consider placing the GWEN production permanently with UMWA as they have the technical expertise in terms of journalism and editing but improve accessibility of the newsletter to the grassroots e.g. through translation into a local language and development of a dissemination strategy.

Governance systems and efficiency

- Start implementing the network policy and set up systems. Determine a role for the members of the other stakeholders of the partner organisations
- All EAGWEN partners should identify the most pressing governance issues within their own institutions and develop milestones to address them either with a programme approach (joint trainings, mentoring) or within their individual projects.
- EAGWEN and partners should work towards strengthening their M&E processes and frameworks. The indicators should preferably be at outcome levels or at least output level. Training in M & E should be part of the joint training for partner staff under the EAGWEN.

Sustainability

- It is recommended that NWF and partners put even more emphasis on sustainability and phasing out strategies. Partners should seek additional ways to sustain their activities in order for them not to solely rely on support from NWF.
- Partners should consider having a follow up system for the previous beneficiaries (especially MAFA) and how to maintain the achievement made during their engagement in the programme.
- COWA either through its own means or through the network needs to identify and secure ways of providing seed money or start up inputs to its alumni.
- Discuss at the next annual conference and establish a method for dealing with changes in the thematic focus of the northern partners.
- It will be useful for EAGWEN to continue to focus on establishing systems to ensure that the core themes are mainstreamed through the implementation mechanisms of the partnership and that there is technical integrity in the interpretation and handling of the issues, utilising capacity development and documentation to achieve this aim.

Main Recommendations MAFA:

With regard to the design of the project;

- MAFA, NWF and EAGWEN need to discuss and agree the characteristics of the main target groups and the brand of vulnerability they are addressing and the focus of action.
- It is recommended for the programme and MAFA to reflect upon how they can better integrate the issue of women empowerment and awareness of their rights.
- Make linkages and address the water related challenges faced, either through demonstration or provision of some inputs in the next phase.
- Recommend integration of women's empowerment and rights discussions on Mama FM in a more proactive way with partners by organising listening groups and discussion groups from amongst partners' stakeholders to target further empowerment of MAFA's groups and to get them out of the confines of their groups to link and interact more at the community and sub county level.
- Establish as recommended above, structured participation in contributing to GWEN including perhaps special issues in Luganda as needed.

With regard to governance and project management

- MAFA could conduct a capacity needs assessment and should rearrange its implementation to make effective use of the expertise within it to strengthen performance in all result areas, including technical information for crosscutting themes and concepts. EAGWEN should have a system for capacity development and monitoring e.g. choose one partner to spearhead capacity development on each theme per period.
- MAFA should continue their improvements in terms of governance structures and financial management and this should be further encouraged and monitored by NWF to make the organisation more robust.
- Improve the capacity of the women groups on record keeping, but also on internal accountability, information and knowledge sharing regarding group affairs.

With regard to sustainability

- Continue some kind of assistance to the first group of beneficiaries to enhance achievements made, in the form of technical support, advice and linkage to services in the continuation of their work, as their achievements are still fragile. Review with the congregated group members, the systems and effectiveness of intragroup methods used and adjust accordingly to support continued benefit and rotation of inputs within the groups
- In plans to develop and strengthen Maganjo model farm to transform into a training, demonstration institute, include targeted outreach to the groups in Nsangi and to partners' other beneficiaries and strengthen linkages to expert organisations in the sector.
- MAFA should try to standardise its approach in order to draw measurable lessons
- Include support for at least one community level biogas demonstration in a home of a less privileged group member within Nsangi as an aspect of the action plans envisaged in relation to biogas and attach a CAT to support and monitor progress.
- Organise members and staff for structured participation in the radio and in contributing to GWEN, perhaps special issues that are in Luganda.

Recommendations UMWA

Recommendations with regard to design of the project:

- Consider developing UMWA's role in the partnership with the support of strategic funding as a catalyst and hub for EAGWEN *within* the system of rotational leadership of EAGWEN.
- UMWA and its partners could consider to narrow the target group of the project or to provide some targeted programmes, one for women farmers (including the beneficiaries of MAFA), one

for young politicians, one for young entrepreneurs (for example tailors or designer alumni from COWA)

- Consider expanding outreach to the youth, including students in COWA and in other institutions. This can be built on the collaboration with COWA on a programme for students on holiday.
- Consider to designate the role of permanent production of GWEN newsletter to UMWA. It could also be considered to develop GWEN into not just a newsletter for the EAGWEN but a magazine for grassroots women.
- The ET recommends integration of women's empowerment and rights discussions on Mama FM in a more proactive way with partners by organising listener groups and discussion groups from amongst partners' stakeholders to target further empowerment of MAFA's groups and to get them out of the confines of their groups to link and interact more at the community level.

Recommendation with regard to governance and project management

- UMWA or more specifically Mama FM should conduct training or capacity needs assessment of their secretariat and presenters in order to make sure that they have the right mix of staff to perform on all result areas and that the training they receive through the EAGWEN is the most relevant.
- Continue to strengthen UMWAs M & E systems including reporting on results.

Recommendations with regard to sustainability

- Expand funding for UMWA for at least 3 core result areas; this should include capacity building of their staff and of the beneficiaries of the radio programme such as 'presenter's/panellists. It could further include funds for UMWAs alumni, entrepreneurship courses.

1. Introduction

The East African Program for the Empowerment of Grassroots Women is funded by FOKUS – Forum for Women and Development – in Norway, and is administrated by the Norwegian Women and Family Association (NWF). The programme encompassed four partner organizations in Uganda and Kenya; Maganjo Farmers Association (MAFA, Uganda), Uganda Media Women's Association (UMWA), Companionship of Works Association (COWA), Centenary Vocational Training School (Uganda), and Gender and Development Centre (GADECE, Kenya).

NWF has a history of supporting organisations whose main focus is vulnerable groups. With its prior linkage to COWA and GADECE and a preference by FOKUS for a programme approach, the EAGWEN programme was developed by NWF and its partners in Uganda and Kenya with a common goal of *empowering rural and urban grass-root women and young girls through networking and alliance building, community mobilisation, awareness raising, advocacy and capacity strengthening*. The programme focuses on skills, knowledge and attitudes, capacity building and strengthening of partnership amongst the East African women organisations accessing FOKUS funds through the NWF.

The overall EAGWEN programme has common objectives and brings together different organisations, and their members to learn from each other. The common link between these organisations was support by NWF with funding from FOKUS. The partners' projects are involved in service delivery to vulnerable groups, particularly women in their areas of competence. Within the EAGWEN programme, each of the organisations addresses issues within its comparative advantage but then takes on other issues that are of relevance to their beneficiary or target groups. The partners under the EAGWEN programme under 'normal' circumstances would not have had the opportunity to work with each other despite possible synergies.

This evaluation is assessing the achievements and challenges of the programme and of two of the individual projects of MAFA and UMWA, but an important aspect of this evaluation is further to determine the extent to which these partnerships and interactions fit in 'naturally' and the extent to which they improve and add value to the organisations involved and the individual participants and organisations taking part in the partnership.

It is recognised that these organisations have different objectives and are at different levels of development and even of partnership with NWF. Comparisons are made between them under the underlying themes of the relevance of the partnership and the interventions, effectiveness, efficiency, sustainability and the added value of the partnerships and NWF's role.

1.1 The objective of the evaluation

FOKUS has called for the present external evaluation of the programme in order to provide the stakeholders, NWF, partner organizations and FOKUS with an assessment of the extent to which the objectives of the joint program have been achieved. In addition, the results of the projects of UMWA and MAFA will be evaluated in order to inform future program development and explore opportunities to support sustainability of the programme and benefits derived from the partnerships. The evaluation is also tasked with highlighting areas where unexpected results or hitherto unexplored opportunities exist and to provide recommendations towards future interventions and programmes with the view to make the EAGWEN programme and the projects of UMWA and MAFA more effective. Specifically, the evaluation is meant to

- Evaluate the work done
- Evaluate the processes and mechanisms used by the organisations between 2009 – 2012
- Draw lessons from 2009 for UMWA
- Provide recommendations for more effective EAGWEN, UMWA and MAFA future interventions.

1.2 Target group:

It was envisaged that the organisations and their projects would *‘facilitate genuine participation opportunities for particularly marginalised women’*. In order to carry out meaningful interventions for the ultimate target group, the organisations involved had to have or develop different technical administrative and management capacities to deliver the project and programme objectives. Thus the staff and implementation mechanisms to reach out to grassroots women are important parts of the target group and as such benefits accruing to them are very much part of the programme outcomes. While the programme and the projects individually work to provide and ensure genuine participation opportunities for particularly marginalised women, the concept of marginalisation and vulnerability is not concretised in terms of set parameters that the programme partners use to determine who amongst these vulnerable women their particular target is. The direct target group in numbers is set at 20,000 for primary, secondary and tertiary target groups in the application.

1.3 General Report Outline:

- Executive Summary
- 1. Introduction
- 2. Methodology including justification of the approach, methods and techniques used, bias and limitations of the evaluation
- 3. Evaluation of EAGWEN; Findings and Analysis of the programme
- 4. Conclusions and Recommendations
- 5. Appendices.

2. Methodology

The approach of the Evaluation Team (ET) focussed on the standard elements of evaluation, specifically, an analysis of the relevance, effectiveness, efficiency, sustainability, added value and lessons as well as recommendations to the different partners of EAGWEN, individually and collectively.

The methodology of the evaluation was participatory, achieved through discussion with the grassroots women, staff of partner organisations and with alumni and other stakeholders. The ET held discussions with GADECE which is currently out of the partnership. The consultations were through beneficiary groups and staff mobilised by the partner organisations for focus group discussions (FGD); individual interviews directly and through telephone and Skype. Attempts were made to follow up individuals for in depth case studies, by requesting the partner organisations to identify specific categories to participate.

The FGDs enabled the team to check knowledge, information and determine the experiences of the group members. It enabled observation of the reactions and attitudes of the group members. Similar benefits were acquired from key informant interviews and paired discussions with some beneficiaries and with staff. This was the case for all the three Ugandan based partners, while for the Kenyan partner GADECE, the team was able to hold a 'group' and individual interviews on telephone.

Methodology chosen was meant to reach to each level of stakeholders, staff, beneficiaries, local officials, participants in different programme and project activities and community in touch with the partner organisations.

Review of documentation was an important aspect, to provide insight into the rules and systems guiding business in the organisations and to confirm the programme parameters.

Limitations:

The team did not access all the target groups it had hoped to see. It was not enabled to meet with some really important participants who could have provided further objective information, as people slightly removed from the processes. This included teachers and police, for instance, who had attended the human rights training offered by MAFA to schools and to the leadership in the area.

There was no face to face interaction with GADECE so it was challenging to focus convincingly on the root causes of some of the issues raised, particularly since there was some disaffection regarding their status in the network. The telephone line was particularly bad and a lot of information could have been lost in the transmission. Ironically, communication was one of the issues raised as affecting the partnership especially with regard to GADECE. It took the team more than a couple of hours to get through. It is the view of the team that interaction with GADECE would have better served the objectives of the evaluation if it had been face to face.

It was not possible to organise observation of training sessions / implementation processes, mainly due to timing and the tight programme. During the evaluation mission, there was training in MAFA but it was with a programme supported by a different donor. COWA did not have any current students available at the time of the mission except for a few on the government sponsored three month certificate course.

The women mainly highlighted the rosy aspects of their experience, and tended to mention how grateful they were, focussing on what they had gained and what else they would like to get. It was challenging to sort out direct programme and project related information from information linked to other forms of support received from other organisations or MAFA in the past. It was also challenging to quantify the information from them. The team did not succeed in accessing meaningful group documentation, i.e. . . . how much they had saved, how many had received loans etc.. Follow up was affected by the lack of a list of members with telephone numbers.

Attempts to develop a timeline with beneficiaries particularly of MAFA were confounded by the presence of other activities the beneficiaries had participated in, thus recall of benefits and changes were difficult to attribute to the specific actions.

3. Evaluation of the EAGWEN Programme:

The East African Gender and Women's Empowerment Network (EAGWEN) programme brings together a small coalition of organisations with a mutual 'northern' partner, working to strengthen the extent to which they address the needs of their target groups; grassroots women. The NWF, under the programme and with funding from FOKUS works with the partners to improve the capacity to reach out more effectively and comprehensively to their target groups, to learn and develop information knowledge and skills that are empowering to the individuals, the organisations and the community at large.

EAGWEN has a board representative of participating organisations (by the directors). The EAGWEN interventions include joint activities considered to be of benefit to the member organisations. These programme level activities are typically, capacity building including facilitation of technical skills development, exchange and awareness raising activities; a quarterly newsletter (GWEN). The activities of EAGWEN respond to the different issues raised by its constituent organisations as being of most concern to the communities or their target groups and the capacity to deliver on these issues. These are influenced by the analysis of the issues and their prioritisation within the organisation.

The EAGWEN programme supports moves towards an environment where rural and urban grassroots women and young girls in the targeted areas are in a position to take control over their own lives, live with dignity, acquire skills and actively participate in decision making and problem solving processes. The programme particularly sought to make positive changes in the participation of women in leadership, in policy level discussions and local level initiatives such as bylaws to address issues of concern to women, in accessing employment at different levels with a positive legal, economic and political support to and enhancement of these activities and to bring different groups together in a network focused on similar and complementary activities. However, the ET did not come across mention of changes institutionalised through bylaws initiated as a result of these highly relevant interventions. It did not find that a systematic engagement with the local authorities was undertaken regarding this issue. What was done was the sensitisation but further work by either the organisation or the women groups themselves to make a change in systems, not only for their own benefit but at the community level was not realised, neither does it seem to be part of the approach. Other than the Community Based Agriculture Trainers (CATs), the women did not mention instances of embracing leadership activities at the community level.

The partners showcase and educate each other about their activities, identifying areas of synergy and mutual support for instance at their annual conferences and at ad hoc meetings and activities. In this way, the programme approach has enabled a more holistic rather than compartmentalised approach to their clientele, the beneficiaries. It provides opportunities for the organisations to learn from each other and offers a 'bird's eye' perspective of their different needs and opportunity to discuss the tools to address them.

The individual organisations have some common perceptions of the value of the programme approach in relation to their own needs. But, there was evidence of some diverting views, e.g. the staff of COWA felt they '*lost out*' with the programme approach because their core activities no longer receive direct project funds like UMWA and MAFA. COWA nonetheless get support under the overall EAGWEN programme for skills training of staff such as in entrepreneurship and programmes that involve the alumni and the surrounding communities including parents and guardian¹. One of the major concerns for COWA is maintaining their core focus while the funding for their core activities are phased out. Thus, maintaining the vocational training at the same qualitative level and keeping the target of the most vulnerable girls, which naturally is their first priority before entering in a higher level programme with a network approach is compromised because now they must attempt to charge fees to keep the programmes running if they are to sustain this effort financially. In the meantime, NWF has worked hard to raise funds from other sources to support COWA. This raises the question on whether the NWF and the partners have considered what kind of partners should be in the network, how they qualify or how they exit the network. In this sense, it does not seem that the network has reflected upon what is the real purpose and goal for their partnership and programme.

¹ FGD with staff of COWA

3.1. Relevance of the EAGWEN Programme:

The relevance of the programme can be viewed from two ends, in terms of the thematic areas of FOKUS and of NWF's focus and fit of these areas to that of the partners under the programme. The focus of NWF on women and families, human rights and economic empowerment addresses various aspects of individual, family and community life.

The programme has enabled partner organisations' clients to access information about women's rights, violence against women, improved local mobilisation and supported economic rights, right to work and to the benefits of work, through sharing and direct project activities. In general the themes of the partners match the thematic areas of FOKUS, particularly regarding empowerment of women.

Institutional strengthening and capacity building: The programme enabled the professional development of staff; for instance in COWA the staff were trained and have incorporated aspects of that learning into their work; MAFA has benefited from the coaching in 'reporting accounts' and exposure of its staff and had opportunity to showcase its work at the international level. Its grassroots mechanisms have accessed a broader range of information and skills; UMWA staff involved with the radio programme reported experience and expertise in programming for women, which is one of the core activities of the station and is thus of added relevance to the capacity development of the staff involved. The utilisation of their common platform, the GWEN by the different organisations and access to national level and international forums and experts and resource persons all improve the organisations' outlook and is an important step towards exposing and strengthening them.

Sharing different perspectives: EAGWEN enables sharing across a wider range of people in a holistic manner and looking not only inward at the themes of the organisations individually, but to other areas of benefit e.g. beyond agriculture to rights networking and entrepreneurship skills and opportunities. It has broadened the perspectives of the staff and the students to solve problems and enforce rights such as property rights to mushroom growing and kitchen gardens adopted by UMWA in their homes².

The programme organises **internal and external learning exchange** visits for the network. Some of the topics such as **gender sensitisation, rights, training, life skills training and HIV/AIDS** are incorporated and have influenced the way COWA's programme is structured e.g. boys joining cookery classes, advice to students on personal rights, re-admitting teenage mothers after having their babies, sensitising about and protecting students from being trafficked. The approach has enabled COWA to continue the partnerships with the other partner organisations and thus to continue to benefit from the programme. However, systems and rules for entry and exit are important to reduce uncertainty and feelings of vulnerability, particularly with the example of GADECE foremost.

GWEN and Mama Radio as avenues for sharing programme information: Programme level discussion enables the partner organisations to learn from each other while Mama FM radio provides a forum for dissemination and discussion of best practices. The planning for the network has to anticipate this sharing and arrange for it. GWEN as an avenue for sharing information is limited in outreach due to the form and language used. The newsletter is fully in English, yet many of the grassroots women only speak their native languages. In this case, Luganda is the major language of UMWA and MAFA's clientele while COWA clientele is more diverse. GADECE, have Swahili as a common language. Whereas the content of the newsletter is relevant and influenced by the organisations, its significance will be increased if its articles target needs more directly e.g. focussed 'how to' articles providing practical steps to address their needs and interests translated into the languages they understand.

² FGDs with COWA and UMWA staff respectively.

Staff development has been useful to improve competences in accounting, administration and in the respective subjects COWA teaches even though this cannot be solely attributed to the EAGWEN. Several alumni are self-employed e.g. one has a training school in Bombo and some others have boutiques and workshops. Furthermore, training materials were constantly available as a result of the NWF. Some were got as a result of project support, which has ended. A tour of the premises revealed the materials and renovation that had been undertaken using the support from NWF.

The institutional support to COWA was through training, renovation and the purchase and donation of equipment to support the work of the institution. COWA's approach of '*empowerment*' of the students enables it to reach out to vulnerable children i.e. girls, orphans, teenage dropouts, economically dependent housewives to provide them with options to enable them to be in charge of their lives and reduce their vulnerability and gain self-reliance. The major advert of the institute is often by word of mouth by those who have had occasion to interact with it, pointing to its relevance as a valued alternative to its students despite the challenge of its limited trades. A lot of its value also lies in the preparation of the students comprehensively, through counselling and information on HIV/AIDS, prevention of domestic violence, management and entrepreneurship in addition to the core skills of tailoring, catering, design and computer skills. It attempts to maintain links with the alumni and conducts tracer studies periodically

The programme does not provide the same level of support for very vulnerable groups, who require seed money to start up their own enterprises. The topics on life skills are highly relevant to students, enabling them deal with challenges or to identify and contact others for help.

Benefits of the network beyond project and organisation level activities: The network keeps the organisations in touch and enables learning regardless of the presence or absence of an on-going activity or project funded at the organisation level. *A final version of a network policy* has been finalised but needs to ensure smooth transition of partners from funded organisations to network membership without funding i.e. that there is a clear system or steps to transition from a network member who is a recipient of funds and direct technical support to that of an 'ordinary' network member. Roles, responsibilities and characteristics of the organisations that will be members of the network have to be clearly mapped out beyond their common linkage to NWF. Clear terms for entry and exit of members from the network, and the role of EAGWEN in managing this needs to be spelled out.

Focus on joint planning by partners on common themes for their clientele: The programme enables joint planning within the network for activities to benefit all of them. It provides opportunity for advice and different perspectives to infuse the projects of the individual organisations. The 2011 application planned for training in lobbying and advocacy, fundraising, monitoring and evaluation which are important for institutional development for effective use and access of the media and quality photography; capacity building of women beneficiaries in legal and human rights awareness, women leadership and political participation, entrepreneurship and civic rights awareness. While all these are relevant for each of the organisations and several are crosscutting for all of them, there is need for a more robust monitoring of these objectives at EAGWEN level. The relevance of the programme and network will be enhanced if it has a certain level of further

‘clout’ to influence the members if the communication between the members is improved regardless of its *‘voluntary and loose’* nature and if hard questions such as the role of the network were NWF to be absent are addressed. The policy outlines the mechanisms of the network and management of the current activities already defined in the contract with for EAGWEN with the partners.

Capacity building of organisations is an important element of the partnership. The international level work of NWF and its linkage to FOKUS adds to the potential for capacity development and interaction on important topical issues.

The kinds of issues dealt with by the partners, for instance GADECE, are the day to day issues affecting the lives of the communities e.g.

long term tribal conflict and escalations into violence in the recent past. The work of GADECE involves community level outgrowth of peace as a strategy that can spread and take root to influence people.

Analysis of the problem situation: There are gaps in the analysis of the problem situation for example. Reference to conflict in the programme is to international relations between Uganda and Kenya, citing the ‘Mgingo’ island conflict³. International level conflict is at a different level from that of the beneficiaries where conflict affects day-to-day existence and rights. The day to day conflicts are linked directly to the needs and rights of women and other groups to security, economic and political participation as in the case of the Kenyan post electoral violence and concerns about escalation of conflict during elections in early 2013. The programme further needs to be based on a relevant problem analysis including a risk analysis and mitigation strategy.

Programming that addresses the crosscutting nature of women’s needs: The range of themes addressed by the programme reflect the crosscutting nature of communities needs and therefore the relevance of the programme range of themes addressed by the programme. The network highlights the interrelatedness, between sources of livelihood, skills, human rights, economic and other forms of

Ever since her training which in human rights, livestock rearing, politics, business/entrepreneurship, living together, child upbringing and reproductive health including the issue of circumcision, Sambas has continued to reach out to people in her community. GADECE organised forums to bring neighbouring groups together to talk peace and stop fighting e.g. Jaluo Kalenjin and Maragoli. Despite the withdrawal of NWF from GADECE, Sammas continues to reach out through her church, talking about human rights, domestic violence empowerment and improvement of the status of women. To adjust to the lack of resources, as she states: *‘when you call groups, they want something to eat, sitting allowance’*, she talks to already formed groups of people wherever she gets them. She observes that more men are aware about problems faced by women and about domestic violence. *‘More men collaborate with women in businesses, are willing to help in the home and show more willingness to identify and address long held practices’* that deserve to be discarded. (Phone interview GADECE paralegal).

³ Both Uganda and Kenya were claiming the tiny island in Lake Victoria.

empowerment is geared towards enhancing all round development through better access to rights, knowledge, skills, mobilisation and empowerment. UMWA provides skills, support and opportunities linked to communication and presentation, COWA contributions through provision of training and demonstration in life-skills and vocational education, GADECE provided practical training and demonstration of human rights and its linkage to the day to day lives of women and girls and the use of community based paralegals in promoting a rights perspective and MAFA provides a practical orientation to improve livelihoods and nutrition and actions to address environmental concerns at the family level. Each of the organisations provides services to their membership / clientele / beneficiaries through individual projects that enable them to practically showcase the network members the value of their approach and experiences. NWF's support at a different level enabled the networking of the organisations locally and internationally with complementary themes and capacity development. Its provision of much needed support on report writing, accounting, introduction of new information on technologies complementary to the themes of the organisations e.g. biogas using farm waste to meet energy needs at the household level; its role in mentoring and support in the face of emerging challenges, fundraising to fill gaps, does enable the network to have a common identity and activities despite their diverse focus.

3.2. Efficiency

3.2.1. Design of the programme

When looking at the overall design of the programme, the idea of combining the individual projects of MAFA, COWA, UMWA and GADECE was to generate a joint programme of support to the empowerment of grass-roots women. The four organisations were all working with the same goal and the same target group but in different sectors, with different approaches and using different resources. Bringing the four organisations together to create synergies, exchange experiences and expertise and reduce transactions costs in terms of administration makes sense and remains relevant as described above and has for the main part brought some achievements to the organisations and their beneficiaries. Even though the idea of a programme approach was initiated from FOKUS and NWF, all four organisations worked to implement it and together with NWF expressed the positive experiences from this approach through the joint planning and training session in budgeting, reporting and increased exposure of the work of the organisations through the newsletter and radio programmes. It was beneficial to bring the partners together as organisations dealing with grass-roots stakeholders, with different levels of experience in terms of planning, budgeting and reporting.

This was the first time for the organisations to cooperate and share resources under one joint programme and it is therefore inevitable that the EAGWEN network has experienced some challenges, which can serve as lessons for the future development of the network. The network has created synergy in some areas, but for other parts the programme approach has not added much. For instance, the design of the programme is such that the partners and NWF do not present one joint programme with different components to FOKUS. The expected reduction in transaction cost for FOKUS with a programme approach has therefore not materialised. NWF should take the lead in improving capacity development for the partners to improve the programme approach taken, in close cooperation with its partners to get even more synergy out of their network. The GWEN newsletters enabled sharing of information and activities by the staff and also at the level of the beneficiaries, from agricultural information, culture, world war, ideas about empowerment by grassroots women amongst others. It is a forum where the network partners can share both technical, public interest and leisure stories.

Another issue to be considered when looking at the efficiency of the programme design is the number and role of the organisations involved. The EAGWEN programme introduced a new layer in the route of resources from back-donor NORAD to FOKUS to NWF to EAGWEN and to the partners. There seems to be many organisations involved and each of the layers would have to justify their added value to the outcome. This is especially important when considering the limited funding available for the programme.

The EAGWEN programme has brought some added value, having succeeded in bringing the organisations together for joint trainings and thereby reduce some transaction cost and bringing the partners together to exchange experiences. It was however not entirely clear to the ET, which trainings

were joint for staff and beneficiaries and which were conducted on the same issue but in parallel by each partner.

Generally speaking the delivered outputs seems to match the programme and project investments in terms of expenditure and effort. The partners are contributing to achieving programme deliverables with the input they get from the project. For some of the partners the investment from EAGWEN and NWF projects play an important role as a major source of income but for others less so. Some partners like COWA have been efficient in learning from the other organisations and delivering outputs beyond the deliverables of the project. For others like UMWA the funds from the programme and projects are limited, compared to their overall budget (this will be discussed more in detail under the chapters on MAFA and UMWA below). UMWA in addition to its project activities has managed to provide some specialised services to the other partner through for instance, free air space in their radio and coordination. UMWA has also gained insight from the partners and been able to improve its capacity and visibility, getting closer to some of the grassroots women who before only knew it 'on the airwaves'. It has nurtured and built the confidence of women politicians. In the case of collaboration between UMWA and COWA i.e. children in Naguru remand home⁴, the partnership proved to be innovative, UMWA gained visibility but also made direct input to the improvement of the situation of several children and contributed to a change in attitude of parents regarding the welfare of their children to the remand home many of who took them back home. COWA collaborated with UMWA in this initiative.

On the other hand, the programme has not brought more strategic guidance to the partners or brought out issues of a 'regional' level. The EAGWEN does not have a strategic plan. This affects the prospects of sustainability in the longer term. The partners are aware of this issue and plan to develop a strategic plan for their network. The ET can only encourage this; it would be beneficial for the partners to define their overall goal of the programme, beyond the aggregated goals of the individual projects.

For the issue of the network having a regional agenda, the ET consider this to be a lesson learned, as the partners in the network are targeting grass-roots women and they are all rather small in organisational set up and outreach, efficiency is affected when it operates across very big geographical distances. The motivational aspect of meeting with diverse people with similar issues must however be factored in while gauging the importance of the network. The partners should evaluate the benefits of time and resource inputs in coordinating with a distant partner with the benefits derived from a wider network. It is the view of the ET that it is more effective to work with partners close by to really use each other's experiences, expertise and services.

Apart from the overall design of the programme, this chapter will look at the efficiency of the EAGWEN programme. One of the challenges in this regard is that the reports covering 2012 have not been produced. In order to truly measure the output against the input for the full programme period, the ET the reports for the final year needs to include these numbers in the report. The following chapters are therefore based on the reports from 2010 and 2011 and the observations and interviews conducted by the ET.

3.2.2. Overall programme management and governance system

The administration of EAGWEN was shared between the partners who took turns in administrating the EAGWEN network. This seems a suitable solution in terms of keeping the balance between the partners and not creating one lead organisation. It was however expressed that one organisation had difficulties in accepting when they were not the administrator of the network. They did not keep deadlines for reporting, therefore at times causing delays in reporting to the NWF. The perception of some of the partners is that this organisation did not feel at ease with another organisation (and in another country) demanding reports from them. Another explanation provided by both GADECE and some of the staff from the other organisations is that there were communication problems related to internet availability, while a third response was that reports were in time but were not acknowledged. Whatever the case, the

⁴ See box with case story on page 54

end result is that the communication was not as smooth and therefore some opportunity to build a stronger network and collaboration could have been lost.

The partners in the programme do not have a commonly agreed Memorandum of Understanding or similar agreement, which commits them to the network. The network is based on a loose relationship of partners bound together by their contract with NWF. In order to ensure proper programme management and administration the partners in EAGWEN have developed a 'policy document', which sets out the procedures for the management of the programme through the Board of Directors and the financial management procedures for the programme. This draft document however was developed in 2012 and has therefore been put in place. The policy highlights the overall goals and objectives of the programme and some important aspects of the programme management. It would have been an advantage if this document had been in place from the onset of the programme to even out uncertainties, have transparent procedures and spelled out roles for the management and to manage expectations. It is difficult for the ET to assess whether these procedures were already in place from the onset, but had not yet been put in an agreed document until 2012. Except from the records of the latest annual conference, all partners and the NWF were calling for more transparent governance, management and financial procedures. It is the view of the ET that the policy document could benefit from including more of the governance and internal control mechanisms in the programme. The policy document does not for instance spell out the role and composition of the General Assembly, although it is identified as the body that can change the policy of the network, by a two thirds majority. The participants include donor and partner staff but also beneficiaries. The inclusion of the final beneficiaries in the programme development can be valuable in terms of keeping focus and making sure that the programme remains relevant and reaches out to the beneficiaries. Including for instance the CATs in the annual conference is one of the ways in which they get exposure and a path to empowerment and improvement of their status. The CATs are also grassroots women and this is one of the ways in which they gain training and skills e.g. the biogas and the human rights training. It is still important though to make sure that the role, responsibilities and expectations to all levels of management and decision making bodies in the programme are clearly agreed and understood by all parties.

Linked to the above is the incident of one chairperson who left rather suddenly without having properly handed over her responsibilities and this led to some delays and frustrations on the part of the other partners. The 'policy document' ideally should include the procedures with regard to leaving a position, an organisation leaving the network or being phased out. This should relate to handover and documentation of work done, status on on-going activities and files and work to be done in the future.

In the later part of the programme period, it was decided to phase out the support to GADECE, who has apparently been late in reporting and in handing over network assets, thus hampering the efficiency of the programme. The ET has not been able to find out the exact reason for these challenges, however it became clear that there was frustration on both sides of the partners and on the NWF on the phasing out process. The ET therefore recommends that even more emphasis be put on sustainability and phasing out strategies. The partners must be aware that the support from the NWF and FOKUS may not continue indefinitely and they must have other ways to sustain the continuation of their activities. This will be discussed further under sustainability.

These challenges met in terms of programme management and efficiency can also be linked to another weakness identified by the ET and this concerns the risk assessment and mitigation strategies, which did not have a prominent role in the design of the programme. The risks considered in the formulation phase were only reported as external risks to the programme and not internal risks of the programme and its partners. Furthermore the risk mentioned under the problem analysis (see above under chapter on relevance) was not the most pertinent to the programme. It is therefore recommended for the future to give more attention also to the internal risks in the programme when designing the next programme and projects, this should include but are not limited to: turnover of staff, reduction in funding, lack of skills or capacity of staff, corruption or fraud.

3.2.3. Monitoring, Evaluation and Reporting

The programme has a relatively simple set-up and design, but no spelled out plan for monitoring and evaluation. The monitoring and reporting to the NWF and FOKUS is annual and more activity focused than results focused. Monitoring visits are carried out annually by NWF, a few times accompanied by FOKUS. The ET understands that the network and some partners are still young and it has been necessary with technical support from NWF with regard to reporting but also to make their governance systems more transparent and robust. The annual reports both at programme and project level follows the format of FOKUS, but is still rather limited and repetitive. The reports are in general very optimistic in terms of achievement and talk less of challenges met and how to adjust the programme or project accordingly. Monitoring and evaluation needs further attention in the next phase of the programme but also at project level. It is linked to the risk assessment and mitigation strategies, which are rather weak in the design of the programme and projects. If the partners and the network are more aware of the risks including the internal risk, they are in a better position to deal with them and pay attention to the lessons to be learnt.

There seem to have been an issue in terms of one of the partners' **governance systems**, where there have been a disagreement between NWF and the partner on the terms and conditions, but furthermore also with reporting to the network in general. Before including a partner in the network, NWF needs to make sure that their systems, procedures and management set-up is geared towards external support and that the partners are aware of their obligations towards the other partners in the programme but also towards the donor organisation. Expectations to the gains, benefits but also obligations to the network should be levelled out. If there are capacity gaps in this regard there should be a plan on how to enhance these capacities.

3.2.4. Means and cost efficiency

The overall budget for the EAGWEN programme can be seen in the table below, all amounts are in NOK.

| | 2009 | 2010 | 2011 | 2012 |
|--------------------------------------|----------------|------------------|------------------|------------------|
| EAGWEN total (incl. 8% admin) | 888,550 | 1,366,058 | 1,385,323 | 1,086,681 |
| EAGWEN prg | 182,125 | 245,275 | 245,276 | 444,140 |
| GADECE | 144,060 | 230,289 | 230,289 | 230,825 |
| COWA CVTS | 447,087 | 498,292 | 498,162 | |
| MAFA | 115,278 | 217,242 | 217,241 | 217,742 |
| UMWA | | 174,960 | 194,355 | 193,974 |
| | | | | |
| NWF self-contribution not included | 57,857 | 40,350 | 42,345 | 42,357 |

The overall programme was initiated in 2009 on a pilot basis and was fully implemented in 2010 and 2011. In general the breakdown of the budget shows that the major part of the budget of the EAGWEN programme was consumed by the south partners and a relatively small amount was used for administration and monitoring visits by NWF. For the south partners who were administrating the programme, 69 % of the budget was spent on activities and a relatively small amount on operating costs. For 2012, the amount for the EAGWEN programme was increased to include costs for the final evaluation of the programme, other costs were kept at the same level.

Each of the partners in the programme had separate grants under the programme, although not all of the partners had separate grant throughout the programme period. Each of these grants had separate applications, contracts, reports and audits. This practice has not reduced the transaction costs, which

would otherwise be expected when taking a programme approach and which had also been expected by FOKUS, when introducing the programme approach. Below is a listing of the different grants⁵.

- For GADECE in 2010 and 2011 the operating costs (mainly salaries) took up half the budget (51 %) leaving less for the actual activities. The amount spent on salaries was raised significantly from 2009 to 2010 but kept the same level for 2011. For 2012, operating costs rose again and 73 % was spent on salaries, leaving very little to activities. This is a bit surprising since GADECE's activities and result areas did not change or call for an increase in salaries.
- COWA had the largest grant in 2010 and 2011 and a good part of their budget (57 %) was absorbed by operating costs, although not only salaries. In the context of the nature of COWA's intervention under the programme, the allocation of their budget makes sense in terms of the high level of human resources and materials necessary for running the school. COWA did not receive an individual grant under the EAGWEN in 2012 due to change in thematic focus areas of the donor, FOKUS.⁶
- UMWA had the smallest individual grant in the programme (2010, 2011 and 2012) and according to the budgets in the contracts. Whereas the initial calculation for UMWA indicated spending of about 41% of their grant from FOKUS on operating costs, (although not much on salaries), UMWA clarified further that the part-time salary of the administrator for activity based financial and narrative reports was posted to operational costs, If this is deducted from the operational expenditure and added to that of activities, the operational cost goes down to 30%. Most of the budget thus went into activities for all three years.
- MAFA had very low operating expenditure (10 %) with a minimum of the budget for salaries, this rose to 28 % in 2012. Still the main part of their grant thus went into the activities.

In terms of financial reports, the ET was provided with audit reports (except in the case of GADECE which was not visited), where the expenditures equalled the budgeted amount, or where over-expenditures was shown in a separate table, but they were covered by the organisations themselves or another donor. The amounts budgeted for were the amount the organisations spent, there did not seem to be flexibility between budget lines.

All in all the financial management seem to have been acceptable, but the ET note the limitation of the gap of the reports from GADECE.

3.3. Effectiveness

The overall goal of the programme is for rural and urban grass-root women and young girls in the targeted areas to be in a position to take control over their lives, set their own agendas, live in dignity, acquire skills, build self-confidence, participate in decision making processes and in solving problems.

All four partners of the programme have contributed to the achievement of the goal and the objectives of each of their organisations and individual projects under the EAGWEN are within the scope of this overall goal.

Generally speaking, the programme reports indicate progress on all indicators. It is clear that the indicators at programme level which are linked to activities such as *100 % of the activities implemented and income generating activities started up by grass root women*, these achievements can clearly be attributed the EAGWEN programme. However, when it comes to the issues of grassroots women being voted into leadership positions and policies and by-laws developed and implemented it is harder to attribute these

⁵ The operational costs were stated in the budgets of the contracts, which were also the amounts spent according to the audit reports which the ET has been able to review. The calculation of the percentages is the percentage of operational costs out of the grant allocated to and spent by the south partner.

⁶ NWF and her members collected 450.000 NOK for COWA, which they received in 2012. This amount is equal to the amount received from FOKUS in 2011 and 2012.

achievements directly to the programme when taking into consideration the evidence or lack of evidence found by the ET, including the lack of references to bylaws, for instance, by the target groups. The lack of evidence is further linked to the fact that in some instances the lines between the programme and the other activities of the organisations are unclear.

Below, each result area and the achievement or challenges in achieving these results are discussed.

The result area 1: Members improved their capacity to work in a regional network plus enhanced capacity in the identified areas in which they are going to receive training.

The results in this area are reported by the partners as being enhanced skills in handling Gender Based Violence (GBV) and knowledge of the FOKUS thematic areas. Reporting by the network from 2010 and 2011 (2012 not available) thus states:

| | |
|------|---|
| 1.1. | 16 EAGWEN members equipped with skills in GBV and lobbying and advocacy |
| 1.2 | All EAGWEN members conversant with the FOKUS thematic areas |

Firstly, these reported results do not give a complete picture of the actual results under this result area of EAGWEN. During the interviews with the partner organisations, some of the partners in the programme rightly mentioned the GBV training, but also the training on human rights in general and moreover they mentioned the good experiences in terms of working in a network. They further mentioned the newsletter as an advantage of the programme as it was a forum to exchange experiences.

It became clear from the interviews that the overall programme approach was beneficial in terms of working within a network of organisations with different skills. The partners all mentioned the positive impact of interacting with each other and learning from organisations with a common goal and target group (grass-roots women) but from different angles. They benefitted from sharing of experiences and skills and even provision of some services to each other apart from the activities defined within the network. For instance some MAFA beneficiaries had the positive experience of participating on some of Mama FM's radio shows or Mama FM making a radio programme of one of COWAs projects on children in a remand home (Naguru Remand Home). GADECE brought more attention to the issue of women's legal rights, which was appreciated by the other partners as GADECE had more hands-on experience in this issue. All partners reported having positive experiences with the annual conferences and especially the Ugandan partners also enjoyed more ad hoc exchanges during the years.

The result area as defined in EAGWEN refers to a regional network and the partners' enhanced capacity to work in a regional network. From the interviews with partner staff it appeared that all benefitted from the network and all four mentioned several examples of how they benefitted. However, the Ugandan partners later found difficulties in working regionally with the Kenyan partner particularly on the aspect of reporting. They all specifically mention the good contributions of the Kenyan partner, but they all experienced communication problems and the challenges in working with a partner, which was far away geographically. Even though efforts resulted into some clear benefits out of this regional cooperation, it is a clear lesson learnt that for organisations working in a network with grassroots beneficiaries, the partnership should be based within a manageable area. Nevertheless there were motivational gains of visiting and working with women and staff from another country.

ET therefore questions whether it would have been more manageable for the partners to work with the programme approach with partners in the same country. This is also due to the fact that all partners are working with grass-roots women and not at the overall national or even regional level. The advantages of working in this kind of programme is therefore to make use of each other's skills and strengths and to reduce transaction costs in terms of administration, joint trainings and other activities rather than taking the results area to the regional level. The goal of the programme is not linked to changes at the regional level or even linked to trans-border issues.

Secondly, the reporting on result area one referred to the training in FOKUS thematic areas. It was not clear to the ET whether this training was identified by the partners themselves or ‘imposed’ by FOKUS or NWF. However, the partnership process identifies organisations that have interests that lend themselves to work within the interests of NWF and FOKUS. When asked about the relevance of this training several partners mentioned that the training was beneficial and that the areas of work of each of the partners were within the scope of the FOKUS thematic areas. The ET would however like to emphasise that the point of departure for training of the partners in the programme should be in the gaps or capacity building needs of the partners and not the defined policy areas of the donor. It can be mentioned that some of the trainings broadened the scope of the work of the organisations and fitted very well into the issues that were being experienced by the beneficiaries. A good example is the training on human rights especially women’s rights, but also the training in entrepreneurship that was pertinent to all the partners. If the network goes through a strategy development process these are common areas where synergy can be created and capacity gaps will be more obvious and the joint training can be more targeted and relevant.

Result area 2: Improved capacity and increased knowledge among the grass-root women on the selected thematic area they are going to be trained

The results reported by the network in this area includes:

| | |
|------|---|
| 2.1. | Over 1,568 grassroots women from the four organisations were equipped with skills in rights based advocacy, gender based trainings, life skill trainings, leadership trainings, sustainable agriculture trainings among others and they are now able to start up their own small enterprises, exercise their rights and to influence decision makers at grass root level. |
| 2.2. | Over 75% of trained grassroots women are now able to articulate and relevantly apply skills from the thematic areas in which they have been trained. For example; women improved record keeping skills, saving and credit management in GADECE and MAFA. |
| 2.3. | At least 65% of grassroots women have exhibited confidence, courage and willingness to actively participate and engage in public life after trainings on leadership skills, civic and political rights. A case in point is MAFA, where women have engaged themselves in other development work, which had been left to the men. In the communities where MAFA has implemented, the men have learnt to respect the women in development issues and this has empowered the women more and it has enabled them to attain their right to participate in development issues. |

The reporting on the programme results is very optimistic and if these results were indeed reached and sustainable, it would be impressive. Yet, it was not possible for the ET to verify, firstly, that this number of grassroots women has been trained, as it was reported that for instance 365 grass root women from MAFA were trained, when the number of women in the 6 groups they are working with is approximately 167.⁷ Another example in the baseline for MAFA, which leaves some questions on accuracy when held up against the results⁸. With these irregularities, it is clear that monitoring and reporting has to be strengthened and more carefully done.

Even so, certain number of grassroots women have been trained on some (not all) of the above mentioned areas, but, secondly, this training does not necessarily equal that they are able to exercise their rights and influence decision makers at grass-root level. The ET found evidence that some of these

⁷ An illustration is the report from MAFA on the numbers of women (50) having undertaken different activities, which does not clearly reflect instances where it is the same 50 women who are targeted for different activities or the 50 women is cumulative, or that some smaller figures are drawn out of the original 50 etc.

⁸ This is further discussed in the chapter on MAFA

trainings and the combination of different trainings had definitely made some of the women able to better manage their lives, improve their livelihood, income and exercise their rights. The level to which further results regarding influencing decision making, outside their homes requires more work at the community level and monitoring of the activities of the women at this level. However, it was not all of the women who had managed to make use of the new knowledge they had gained, or benefitted from the loans or could even recall that they had been trained in for instance women's rights.

The issue of the technical accuracy of some of the concepts needs to be addressed including the haste with which some of the issues are treated, for instance, statements such as *'husbands did not always respect their wives and hence the 'division of labour was non-existent' ... women, men, children had specific roles assigned to them without hesitation'*⁹ showing the need to strengthen the technical depth of some of concepts and allocate enough staff time and capacity development to deal with the issues appropriately and not on the surface. The team also notes that there is a lot of focus on numbers, which may explain the reporting of possibly cumulative numbers of the same targeted groups. For vulnerable groups, sometimes the qualitative changes in the capacities to undertake hitherto unreachable actions may adequately illustrate the level of success.

In the reporting on result 2.3, it was not obvious to the ET that such a large percentage of the women had engaged more in public life due to the programme. The women (at least for COWA and MAFA beneficiaries) were more occupied with improving their livelihood and paying school fees for the children than taking up new responsibilities in the communities. In the case of UMWA examples were provided of women who had gained a foothold in the public/political life, for instance, UMWA's annual report for 2011 indicates that 8 panellists on the radio programme became councillors in the 2011 elections while some *'joined campaign teams as mobilisers, polling assistants / agents or election monitors'*¹⁰.

For the specific trainings conducted under the programme, one of the areas that came out positively, according to the findings of the ET, was the effect of the entrepreneurship training, which was initiated at the programme level, but conducted individually by all the partners to their beneficiaries. These trainings was mentioned as one of the strengths of the programme, where there is synergy in terms of training at programme and project level and one of the areas with the biggest and most concrete achievements both at programme and project level. The partners and their staff have improved in this area as they received training at programme level and the grassroots women have clearly benefitted. According to the ET's observations, a good number of the beneficiaries became economically empowered through the enterprises they engaged in.

Other trainings conducted both to staff and to beneficiaries were the training on women's rights and political participation and the training on GBV. Here the picture is a bit more mixed. All partners mentioned this training as useful, but it was obvious that for some partners, where this issue is more in direct line with their main objective, they could easily apply the tools made available to them in this training (such as UMWA and COWA) while others (like MAFA) did not seem to have been able to fully apply this in their work. The leadership training was specifically beneficial to UMWA and their staff as this is directly linked to the core of their work. For COWA the training on GBV and trafficking were very well received by the staff as these are pertinent issues which COWA are facing in their daily work and staff mentioned specific incidents or cases where they had been able to draw on the knowledge gained through this training.

Overall, for this result area, the question remains whether enough was done to create synergies between the partners. The grassroots beneficiaries of MAFA for instance, were prompted before they referred to new skills or improved situation as gained from the *programme* training. They more readily referred to the individual project activities which are closer to MAFAs core areas of expertise. However, the staff of MAFA itself readily identified the areas in which their capacity had been built. This is discussed more in

⁹ Baseline study

¹⁰ UMWA Annual Report 2011

detail in the chapters on MAFA and UMWA below. For COWA some of the girls referred to the life-skills training and the teachers gave some concrete examples of how the training had changed attitude or made girls able to take action if they were discriminated against. In the case of COWA including life-skills training as an addition to their normal curriculum seems to have been an important added value as the girls are still relatively young, disadvantaged and therefore vulnerable. This has enabled COWA to offer the disadvantaged girls more than just a normal vocational training. Tracer studies are undertaken to follow up these girls but appear to focus on employment and the girls' capacity to sustain themselves. It is not clear that a systematic follow up or documentation is undertaken in relation to specific aspect of training and sensitisation. The ET sees the need to undertake systematic tracer studies and follow up to identify the specific value of each of the thematic areas and to enable meaningful data bases to be on the situation of the women, critical analysis of both positive and negative results to improve subsequent planning and action. Materials for the crosscutting programme level activities need to be made available and capacity build at different levels.

The network system of accessing training through expert speakers enables it to learn about innovations in different fields and to put this in practice, where it is found to be useful to its membership. A case in point is the biogas sensitisation, which interested some of the Community Agriculture Trainers (CATs) of MAFA, some of who reported that they had been actively seeking ways of setting up biogas in their homes. How this and other trainings will fare depends on whether they become part of the subsequent Action plans of the partner organisations. Since this training on biogas happened only in November, and despite the many comments on it by the respondents to the evaluation, the ET can only say, that it has a lot of potential, if the challenge of the initial costs can be overcome. The ET did get the sense that at least one practical demonstration of the technology in one of the *poorer* homes could have tremendous effect. *The ET notes that* COWA has been engaged practically introducing environmentally friendly new technology, such as energy saving stoves and water harvesting technology in direct response to some of the network training

New technology can be introduced and incorporated *in principle* as an aspect of demonstration, to ease the move from technical information and knowledge to practical application and adaptation.

The result area 3: Increased number of rural and urban grass-root women and young girls in the targeted areas effectively participating in economic empowerment activities for sustainable development.

The results reported by the network in this area includes:

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|------|--|
| 3.1. | Over 75% grass root women and children in the network have actively engaged in economic empowerment activities. GADECE alone for example has registered over 50% of their grass root women actively participating in art and craft as small income generating projects for economic development. |
| 3.2. | Over 75% women from both rural and urban areas in the network are able to engage and run profitable economic activities. For example in COWA 51% of the 168 Alumni are self-employed. |

It is clear from the programme and project reporting and from the interviews conducted by the ET that especially COWA, MAFA and to a certain extend GADECE had used the programme and their individual projects to effectively increase the number of women and girls participating in economic activities and become economically independent. GADECE was harder to evidence as the ET did not visit them but did conduct interviews with a few paralegals who are beneficiaries and double as part of the programme implementation group. But the statement that over 75 % of the women run profitable economic activities as an achievement of the programme is very optimistic. The ET is not sure what the baseline was for this and therefore what has been the change due to the interventions of the programme. Some women were for sure already engaged in economically profitable activities, for instance the MAFA

women were all farmers before the programme but a number have increased their income due to for instance, loans to start or expand their livestock. What has then been the improvement for them in economic terms? How much has the average income increased? For the beneficiaries of COWA, this can also not only be attributed to the programme. COWA do conduct tracer studies after the alumni leave the school to follow up on how their alumni fare, so they are in a better position than MAFA to give evidence on the sustainability of their intervention. Nevertheless, the ET learned that some of the previous beneficiaries had to use the guardians and relatives to get employed after they ended school and some of them were still struggling to earn enough even with the training received at COWA. The ET found that there were many examples where products were being sold and profits made, e.g. vegetables to St. Lawrence group of schools, by one of the farmers, mushrooms by many of the 'MAFA groups'. It was problematic to isolate the situation of the individual group members and map their progress individually with regard to the produce. Attempts made to identify the most vulnerable at the beginning and map out progress e.g. someone who moved from a grass-thatched to iron sheet roofed house did not materialise into an interview with this kind of group member.

Taking into consideration the modifications above, the ET nevertheless concludes, that there has been achievements in this result area. MAFA and COWA and their indicators held together with the interviews conducted by the ET shows achievements in this respect. Even though, we do not know to what extend the number of girls and women engaging in economically profitable activities has increased, this does seem to be the main and most evident results for the grassroots women. A great deal of the grassroots women interviewed reported having improved their situation and this must be the first step in becoming empowered. This relates to the fact that if the women are not economically empowered, it is harder to become empowered in other areas such as taking leadership and demanding their rights in terms of freedom of speech, freedom from domestic and gender based violence etc., even though this empowerment in all aspects should go hand in hand as is presumably the basic philosophy of the programme. Some of the women talked to and the staff of MAFA did allude to reduction in the number of cases of domestic violence.

Another question posed by the ET is if the programme managed to reach the agreed target group with these economic empowerment efforts. The target group for the programme and individual projects are economically and socially disadvantaged grassroots women. The ET found that it was not evident what level of needs assessment had been carried out when selecting the beneficiaries. MAFA had done their baseline study, but with a wider group of grassroots women in the target area. But the ET concluded that some of the women that they met were not what many would call obviously vulnerable until their story is told, for instance, those with 'AIDS orphaned' grandchildren to look after. As MAFA specified, vulnerable households are targeted, but standards also have to be considered i.e. availability of land to carry out agriculture, willingness to join the group, ability to pay loans and work. These standards did eliminate certain vulnerable groups.¹¹ Some beneficiaries participated in other women's groups and received grants from other sources (such as local government grants at sub-county level). If the purpose of the programme is merely to target grassroots women and as an example even lift some from food security to commercial farming, this is fine, however if the programme is to benefit the most vulnerable and help the women who are even facing food insecurity and mere poverty, more attention should be given to make sure that first, the kind and characteristics of vulnerability targeted is clearly defined and second, that the most vulnerable women and girls remain the main beneficiaries. As an approach, mentoring and providing support to more vulnerable women within the group is useful, but then the systems have to ensure that the more vulnerable women can access the benefits e.g. currently they access efforts to improve their food security but also need to be helped to access other forms of economic empowerment, even if it means a prior period of mentoring by other group members. The support received from MAFA and the effect on the women is varied according to the kind of activity be it food security, nutrition, produce processing and value addition, energy conservation, crafts or savings and credit.

¹¹ Clarification by MAFA to draft report

COWA targets disadvantaged girls, but with the decrease in funding that COWA is facing and with the increased number of girls who come through the Government but whose fees have never been paid in time or in full, COWA has been forced to increase the participants' fees. This leads to all the disadvantaged girls needing to have a guardian sponsoring their fees. COWA has no scheme for sponsoring of orphans or disadvantaged girls without guardians able to pay the fees. The fees requested by COWA are still half the price of other vocational training centre but it still puts in danger the focus on disadvantaged girls. One of the reasons for decline in pupils' enrolment is decreased funding, before the income generating activities has really taken off. COWA has taken on the task of introducing other income generating activities in the school such as the design and tailor workshop, the restaurant and catering services and the internet café amongst other innovative initiatives. These activities have not yet picked up and the question is whether they will generate enough income to pay for the disadvantaged girls if the project funds accessed through WFF's lobby falls away. If not, COWA 'risk' becoming a normal private vocational training scheme another opportunity for the disadvantaged closed.

Mopa was trained as a paralegal by GADECE. He was trained in 2010 and had refresher training in 2011 with funding and support from NWF. According to him, he has developed the capacity to make peace with others through utilisation of dialogue skills and studying behaviour and spends time arbitrating wrangles, family conflicts. He also transfers the knowledge and information he received to other people in the communities, for them to understand their rights and to enable the communities to put into perspective different forms of abuse and to move away from these practices. His take on *sustainability* is that it is affected by the communities' attitudes and behaviour, and costs. The paralegals have developed capacity to train others and are often asked by other organisations to facilitate on these issues and are able to generate some funds in the process. He expressed the need for nurturing and continued mentoring support and learning exchanges.

and
girls has been

3.4. Sustainability

NWF exhibits continued relevance to the needs of an evolving network. It supports EAGWEN, not only through funds, but also by identifying ways of making its activities more current and helpful towards continued support to the needs of the beneficiaries. One of the most important events through which NWF supports the network members is at the annual conference, which is jointly organised and involves partners at all levels. The annual conference as well as other forms of communication between NWF and its partners includes discussions of governance, participation and learning by the organisations which all have roles to play.

The creation of EAGWEN as an entity is one of the ways of sustaining the collaboration partnership and opportunity for synergies between the organisations brought together by NWF and FOKUS and that address different aspects of the needs of grassroots women.

The results of the partnership activities are enhanced by the kind of partners that were involved, GADECE for instance, had an established relationship and experience in addressing legal issues and thus the work on domestic violence and the training of paralegals to undertake this work strengthened what they were already doing. However, there are some aspects that needed further strengthening for sustained involvement of the grassroots level for instance, transport and refresher courses. The effort to improve the financial capacity of the paralegals, that could have contributed to defray costs is grossly inadequate to enable them manage on their own. This situation is similar to that of the CATs of MAFA, whose work suffers due to lack of transport. Sustainability plans should ideally build adequate capacity for continued achievement of objectives through self-propelling actions. With GADECE for instance, dropping out of the partnership, difficulties are emerging that affects continuity of effort. Nevertheless, communities continue to enjoy some of the benefits from the capacity building and exposure of the paralegals, indicating that this approach was effective in enabling sustainability. The communities are still targeted by

the paralegals. The partnership also led to a number of gains for women for instance, one participant from Nyanza in Kenya felt that her *'life had changed too much'*¹² as a result of learning from GADECE on how to manage a small piece of land (which information presumably it gained from MAFA). She particularly valued the inculcation of tolerance and continues to disseminate this to the different tribal groups and to the youth to focus on peace and love for each other. This becomes even more urgent with elections looming in the near future, while reconciliation is still in process. Whereas GADECE was removed from the partnership, there is continuity of the EAGWEN objectives to an extent.

The systems to ensure **technical administrative and economic** sustainability of partner organisations is not fully assured under the programme design. Whereas a lot of effort was made by NWF to identify funding and the institutional support was undertaken, COWA for instance struggles to maintain service delivery to its core clientele and this will be even more difficult in future. The development of the capacities of the staff on the other hand supports institutional continuity. Sustainability will most importantly be served by the development of critical, well thought through organisational policies and other operational documents. This is an area that EAGWEN has endeavoured to support but can do more in, for instance, the partners have developed strategic plans but additional technical support would be useful to ensure some key principles are observed and no partner is left to struggle. The robustness of the network over the medium and long term would be served by the support to governance and operational systems not only of the network but of its members in practical terms beyond provision of knowledge and information. EAGWEN could preside over and monitor the development of these systems for its membership. Sustainability is also served by the fact that the current thematic areas are in tune with the national policy environment. NWF and FOKUS may need to determine to what extent the themes of the network should be affected by changes in their own thematic areas.

Status of group and partner mechanisms and institutions: The beneficiary centred nature of the programmes maintains continued benefit for the vulnerable members as individuals and sometimes as groups mainly where they are organised to pass on these benefits. Many of the groups, have demonstrated that they can last for long and continue with activities, at the grassroots level. The partners have also demonstrated that they have continuity and drive. For the groups, at that level, group dynamics and management of needs and resources for all categories of members is important. Mainstreaming of issues as a result of changes experienced in perceptions will continue to influence both the staff and the vulnerable groups targeted by the partners. The opportunity for continuity is provided by the often crosscutting themes, which can then be mainstreamed into other efforts; women empowerment and leadership, human / women's rights, gender based violence, poverty, climate change, and HIV/AIDS are all important for poverty reduction and current issues that moreover are part of government policy and can become part of the values and culture of the organisations. Positive attitudes as well as expertise in mainstreaming all these aspects amongst the personnel in partner organisations is necessary in addition to systems within the network for monitoring. The network needs to develop indicators to monitor the progress of individual members in mainstreaming the core themes.

Confidence building and mutual support: Sustainability requires more thought and support and few abrupt changes. It requires confidence amongst the members that the system will hold and needs to be built steadily and with agreed upon roles in relation to outlined outcome. Part of the appeal of the network and a drive for continuity is the instances where competences are shared for instance, UMWA reported facilitating some of the EAGWEN sessions, as has COWA, MAFA and GADECE and the partners have observed added value from these efforts. It is thus important to continue sharing responsibilities but at the same time, recognise and utilise the comparative advantages of the different organisations in terms of professionalism and being the 'best placed' e.g. UMWA and GWEN, MAFA and energy.

¹² Telephone interview, beneficiary of GADECE's legal rights programme

Financial Sustainability: In terms of sustainability, the network does not yet have its own funds but intend to seek funding as a coalition to support joint network activities and to beef up the current processes for capacity building. Participation in joint fundraising is identified as one of the ways in which the network itself can be sustained. None of the partners have moved far in their quest for financial sustainability. It is important that at the time of application, specific actions to address financial sustainability are not only included but subsequently monitored for progress. The issue of sustainability is handled differently by different groups, for instance, COWA introduced an Internet café and computer training for students on holiday to raise funds. The acquisition of computers was an important step in setting this up. It has a production unit in tailoring which sells its products and accepts orders from clients. The project support by NWF did enable them to get assets such as sewing machines and capacity development under EAGWEN has improved the competitiveness and capacity of the staff *'to work and continue despite the loss of direct support'*. The Catering services set up by COWA and the restaurant at the institute also generate income while



Alumni of COWA in her own workshop

providing much needed practical experience to the students. UMWA held a one day workshop to identify resources to enable sustainability of the organisation. It is involved in running a holiday program for holiday students and short courses in presentation skills on the radio. It is also in the process of designing modules to start a School in Journalism and Vocational Studies. These efforts to sustain it will have an effect on the sustainability of the work related to the network.

COWA has also tried to expand the numbers of paying students, including students for short courses to be introduced, as well as government sponsored students. There has been a drop however, in absolute numbers of students enrolled in the institute,¹³ which will have an impact on capacity for sustainability. Reasons for this drop included, increased financial difficulties hence less capacity of guardians to provide, Good O' level performance (students then head to A' levels).

3.5. Added value of NWF

As mentioned in the chapter on efficiency, the present intervention has a number of organisations involved in the flow of funds from the donor NORAD, to FOKUS, to NWF to EAGWEN and to the partner organisations.

FOKUS is a professional umbrella organisation with a network of more than 75 member organisations. FOKUS consists of a secretariat and an elected board with representatives from some of the member organisations. The member organisations are very different in character, some are professional organisations, which have been in place for many years (like the midwife association or the women lawyers) and others are relatively young and grassroots, based on voluntary input. NWF is an active member of FOKUS and is a long-standing organisation but mainly based on voluntary work. FOKUS is providing NWF with grants out of their framework agreement with NORAD and on the basis of annual applications¹⁴.

¹³ Focus group discussion, staff

¹⁴ Telephone interview FOKUS

As a result of its expertise, its exposure experience and its partnerships, NWF has been able to provide access to technical information and expertise to support learning and capacity development of the partner organisations.

With regard to EAGWEN, NWF is thus the grant holder and the partner responsible for financial matters. FOKUS provides technical support, quality assurance and input in terms of strategic guidance of the international work of NWF and in terms of enhancing NWFs and their partner's capacity in project management, budgeting, financial management and reporting.

For NWF it is possible to carry out their international work with the assistance of FOKUS, as they would probably not be able to receive direct funding from NORAD. FOKUS on the other hand would not be able to engage in these smaller grassroots projects, as they do not have the human resources to initiate or regularly monitor projects in the south, especially not at the lower grassroots level. The way NWF engage in a partnership basis with their partners, assisting them with applications, reporting etc., could not be carried out by FOKUS. NWFs regular engagement with their partners also serves the purpose of mutual exchange and capacity building of staff in terms of project management.

Compared to some of the other member organisations of FOKUS who have a clear professional and technical expertise such as lawyers or midwives, NWF does not have this specific technical expertise that they can offer and at the same time NWF have chosen to work with a range of partners, who are working in very different sectors (media, farming, vocational training and human rights). This is a challenge recognised by FOKUS, but maybe less so by NWF itself. NWF has still added value to the programme with regard to bringing these organisations together and creating at least the beginning of an innovative network, where different organisations within different sectors but with the same target group can make use of each other. With no support channelled through NWF it is doubtful if this network would continue in its current state.

'NWF has built a good relationship with the programme, it knows each organisation and every year meets with organisations, auditors, beneficiaries and identifies success stories, challenges ... there is open email and consultations and they are willing to help or show us what to do for example on reports. They are friendly and professional' (KII staff COWA)

As mentioned above there is still room for improvement as all the engaged partners in north and south must work harder to really make this into one joint programme which is more than just the individual projects joined together. The question is whether NWF has the appropriate resources to take up this task as they are based on voluntary work with the burden placed on a few active members. The network is still building capacity to carry out this process and monitor its implementation.

NWF further needs to play the role of being the middle-woman between the donor with their forms, procedures and templates and the smaller grass-roots organisations. It has expended appreciable effort in training and guiding the partner organisations in the use of important instruments such as reporting and accounting formats. NWF therefore needs to be updated with regard to FOKUS thematic areas and requirements, but also NORADs and the trends in terms of working results oriented and being able to document the results and achievements of their interventions. FOKUS is in the end accountable to the back donor NORAD and needs to know how money was spent, with which approach, with what objective and with what results.

Seen in this light, NWF is adding value to the EAGWEN, but also needs to know its limitations and where it needs to improve in order to create the synergies in the programme.

The EAGWEN programme is very participatory and there has been a lot of exchange of ideas and strategies, where the staff, funders and experts have opportunities to meet with the grassroots beneficiaries and for them to learn from each other. One of the success stories of the partnership is the way organisations with different ideas and interests, are currently implementing their partner's strategies that they find to be beneficial. COWA and UMWA for instance, helped address the plight of vulnerable

children on remand which is within a crosscutting thematic area. The programmes or aspects thereof from one partner, have been replicated, adapted or disseminated by the others, for the benefit of their clientele, but also for use at a personal level. Participation amongst the partners is enhanced by the use of technology, i.e. internet, although some challenges did occur.

The Newsletter GWEN introduced as part of EAGWEN is something the women can contribute to and that highlights their achievements. This is important in that it provides opportunity for sharing, enables the organisations identify with each other practically to develop a common voice. It has gone as far as reaching out to students of COWA, thus preparing them to speak out and to get involved. Just like the programmes on Mama FM in the case of MAFA, the GWEN related interaction with the students could be more structured so that more participate, including alumni and listenership for some of the programmes Mama FM could be organised in a structured way for the students, at the school if issues around timing are conducive.

Communication amongst the partners was fair. There were some difficulties reported by the Ugandan partners and NWF in communicating to GADECE, who in their defence mentioned the problems were linked to technical issues with internet. Initially, communication was good with the Kenyan partners, until the leadership of the network shifted to MAFA in Uganda, then communication became a problem¹⁵. The good communication between the partners and NWF enabled access to other partners and donors. It works to ensure that the organisations have a good chance of continuing to work together, for instance, NWF lobbied for both UMWA and COWA to get funding and have continued to raise funds to maintain some support to COWA who has fallen off the core areas of FOKUS funding. Networking has been enhanced by NWF through development and inclusion of the partners on the websites.

Partnership, participation and benefits are hard to sustain when they are one-sided. The members of NWF gain *'a lot in terms of knowledge about the project and the people in the countries'*¹⁶. NWF is very involved and interested in the continued progress of the organisations they work with and in informing its members about the situation and circumstances of their beneficiaries. As such, it is constantly involved in trying to link EAGWEN members to technical support, networks or to further funding opportunities, particularly where they can no longer count on funding under the programme. The sourcing of resource persons from Uganda also provides opportunity to increase if not the network, at least the number of resource persons that the organisations could call upon. The topics at the annual conference indicate the wide range of issues that are discussed and pertinent to different aspects of the work of these partners e.g. the work of boards of directors, addressed governance issues and lessons for the partners to learn from; biogas, focuses on implementing mitigation techniques to stem the progress of climate change, one of the main themes. The crosscutting themes of legal rights and HIV/AIDS will continue to be pertinent to farmers, to women and men, to politicians, to economic development and agriculture production and livelihoods efforts and affect the outcomes in all these areas.

NWF provided technical advice in terms of project preparation / application, and on reporting, accounting and budgeting with results oriented management. However the extent to which its advice is used requires closer monitoring and perhaps further coaching at the partner organisation level.

Capacity enhancement of the staff / individuals and of the organisations: This is one of the areas where NWF has been quite active, introducing to the partners several concepts, bringing them together to share and learn from each other's strengths. It has enabled the partner staff to get exposure to different situations and countries e.g. international conferences and annual conferences. NWF has provided for most of them a consistent friend, who cares to ensure that the organisations continue to run their programmes and met objectives to support vulnerable groups.

¹⁵ KII Staff member, COWA

¹⁶ KII interview FOKUS

NWF supported learning and discipline with regard to institutional and governance issues through technical guidance and strictness on procedures for report writing, finances and use of funds. It enabled and provided space and nurturing for these organisations, all targeting the same kinds of vulnerable groups, to understand the holistic and related nature of their situation across a number of disciplines. The added value of NWF for GADECE and COWA was cumulative, over 11 years under the project approach before the change to a programme approach, indicating that how important it is to build technical ‘in depth’ capacity in the organisations’ core areas while the programme approach enables wider and loose growth and interlinkages. Insights such as the involvement of cultural leaders in addressing practices like domestic violence, harmful practices and upbringing of children were pointed out as important contributions of NWF¹⁷. All the staff of MAFA were trained or sensitised on DV, entrepreneurship, credit savings and marketing; and on agriculture (using expertise within MAFA itself). Training of the accounts staff was also undertaken in relation to making of financial reports and using source documents in addition to developing accounting reports.

3.6. Conclusions & Recommendations at programme level

In overall terms, the work with these organisations indicates the value of working with people who have been there for long, who have developed trust amongst them. However, in terms of evaluation, it is more difficult to make attributions to specific periods for some of them because of their participation in a range of activities over the years. This statement relates to all the partners, but can specifically be attributed to the groups MAFA works with. These groups can be good examples and spaces where other vulnerable groups can be nurtured, they could have appreciable demonstration effect and could indeed be charged with the responsibility of recruiting other people in the communities to form groups, which would be an exercise of the leadership capability developed within them. With regard to new programmes, it will be important to map out how many new groups or individual women have been reached, what kind of support is being provided by who and what approaches are used and interventions implemented). Baseline information structured according to the different themes and *linked* to the immediate issues is important.

Quantitative indicators need to be balanced with qualitative information, to avoid bias and to support attribution of change. It also needs to be clear in the reporting which activities have focussed on the same women within the particular year, showing the breadth of capacity developed as opposed to training targeting different groups across the three years of the project. The quality of indicators left some room for improvement as they were too generic or too much on ‘input’ level and with no proper monitoring system. This encouraged an overly positive bias whereas outcome monitoring is practically completely lacking and it has therefore been difficult for the ET to gain evidence on the actual effects or the extent of the effects of the programme.

It was pointed out by GADECE that communication was not one of the areas invested in under the programme and yet it was important, particularly for GADECE. The challenges experienced regarding GADECE are a pointer to a communication breakdown and to differences in perceptions about the roles and capacities of partners in relation to each other. It points to the need to address through guidelines and policy¹⁸, the kinds of relationships and expectations, as well as the need to focus on issues of governance throughout the network. GADECE for instance had a perception of an imbalance. A respondent mentioned they wanted ‘*equal numbers, otherwise Ugandans tended to overrule us*’¹⁹; the respondent also mentioned that though ‘*the application was written together, but the Kenyan input could not go through ... did not feel as equal partners*’. Such sentiment within the network is a pointer that perceptions of actions and interventions differed somewhat amongst network members and systems of governance and other processes of the network needed to be clear to all.

¹⁷ Telephone interview, GADECE

¹⁸ A Network policy, though available, was recently developed and finalized and thus did not provide that support in time

¹⁹ Telephone interview GADECE

The recommendations below are clustered around issues identified during the evaluation process as areas where there is room for improvement in the development of a possible next programme phase.

Design of programme

- The partners should first of all clearly define what their goal is with the network apart from maintaining some level of funding from the donor. The partner needs to look beyond their own projects and identify what are the synergies and more overall goals, which can be created in the programme. Does the network have long-term sustainability that can justify the investment of resources in the network, institutionalising it, strengthening it, developing a strategic plan, etc. Should the partners rather keep their loose network and seek to reduce transaction cost for the partners engagement with the donor and in terms of joint trainings and few activities?
- Linked to the above there is a gap in systems for the network organisation and development of a clear view of who will be members of EAGWEN network, what their characteristics will be and how the organisations will maintain membership. It is recommended that the partners define the terms of networking and the overall programme goals.
- It is recommended to develop a light strategic plan of the network and define the goals and objectives of the network and how they intend to get there. This strategic plan should also spell out what the strengths of each organisation are and how they can contribute to the others in the network.
- The above is linked to having a network, where some partners will have funding for their core activities like MAFA and UMWA and others will have no funding and difficulties in maintaining their core activities. The network and donor should reflect upon what kind of risk this may pose to the network in terms of imbalances.
- The adequate level of funding and the expectations and ambitions with regard to results need to be discussed and agreed between NWF and FOKUS.
- With GADECE being phased out of the programme, the network should consider, and discuss with FOKUS, how they can bring in another partner working more specifically on women's rights and domestic violence and for instance legal aid in order to enhance other partners capacity in this field.
- The roles and responsibilities of the partners in the network should be spelled out in a MoU to level out expectations as to roles and responsibilities.
- The programme should learn from the lessons of working across geographical borders without addressing regional issues and instead keep the programme within one country. However, the option of having a regional network in the future should be left open for when the time is right.
- It is recommended for the future to give more attention also to the internal risks in the programme when designing the next phase of the programme and projects, to include but not be limited to: turnover of staff, reduction in funding, lack of skills or capacity of staff, corruption or fraud.
- NWF and the network need to discuss in their risk analysis the response to different problems that may be experienced at the partner level, focussing on provision of services to the vulnerable groups.
- It is recommended to strengthening the income generating activities to ensure that they benefit all members of the groups and that further outreach is made to more vulnerable women.

Added value

- Reflect upon which kind of technical support can be provided by NWF and FOKUS apart from capacity building in project management including support needed by the partners that will be the responsibility of NWF and FOKUS to deliver and for which the partners can also monitor them.
- Consider placing the GWEN production permanently with UMWA as they have the technical expertise in terms of journalism and editing but improve accessibility of the newsletter to the grassroots e.g. through translation into a local language and development of a dissemination strategy.
- Other partners should still provide the articles and interviews and have responsibility for specific stories under particular themes.
-

Governance systems and efficiency

- Start implementation of the network policy and set up systems. Determine a role for the members of the other stakeholders of the partner organisations
- All EAGWEN partners should identify the most pressing governance issues within their own institutions and develop milestones to address them either with a programme approach (joint trainings, mentoring) or within their individual projects.
- EAGWEN and partners should continue strengthening their M&E frameworks. Indicators at outcome and output level are important. At the programme level they should further standardise the way in which the figures are treated, to avoid any kind of double counting. It is particularly useful to develop a system to enable MAFA catalogue what the women have participated in, even at the group level, what they have gained, saved, how their income or situation in general has changed. Training in M & E should be part of the joint training for partner staff under the EAGWEN.

Sustainability

- It is recommended for the NWF and partners to put even more emphasis on sustainability and phasing out strategies. Partners should seek additional ways to sustain their activities in order for them not to solely rely on support from NWF. Most partners have already started this process, but it should be further encouraged.
- Partners should consider having a follow up system for the beneficiaries even after project activities end (e.g. MAFA after it shifts to Luwero) and how to maintain the achievement made during their engagement in the programme. (For example, COWA conducts tracer studies to keep track on how many previous students are employed or self-employed and able to sustain themselves and meet their basic needs. They continue to mentor their alumni as opportunity presents itself. This method could be taught and tailored to other network members).
- COWA either through its own means or through the network needs to identify and secure ways of providing seed money or start-up inputs to its alumni.
- Discuss at the next annual conference and establish a method for dealing with changes in the thematic focus of the northern partners.
- It will be useful for EAGWEN to continue to focus on establishing systems to ensure that the core themes are mainstreamed through the implementation mechanisms of the partnership.
- It is recommended that the board of EAGWEN monitor the extent to which learning influences the programmes, to guide the partners.

4. Evaluation of Maganjo Farmers Association (MAFA)

4.1. Relevance

The groups MAFA works with are in a peri-urban area, or located in a rapidly expanding rural growth area within easy reach of the urban areas and influences. There is a big pressure on the land in the area because many people from outside the area are buying up land to build residential houses and this is one of the issues leading to poverty amongst the *farming* communities in the area. The families are under intense pressure to sell land, often done by the man. The capacity to retain land for the families is affected by the low levels of decision making by women. In such an area, food security does become an issue, as well as the need to have income generating activities that can supplement what is drawn from the ever dwindling land. From the perspective of the women and children, improvement of their decision-making capabilities, with regard to land and other assets are important. One of the characteristics of the vulnerability in Uganda has been identified in terms of a tendency towards periodic poverty, people whose incomes and access to employment fluctuate so much that they go in and out of poverty and do not have a permanent capacity to maintain their levels of income, through agriculture or other means.

The sustainable development plan for Nsangi Sub County focuses on poverty and the project of MAFA fits in directly and therefore supplements government programmes. The sub county was involved in selection of the parishes in which to focus, using criteria of the most vulnerable communities with limited access to health, water and education services. The sub county views MAFA's contribution positively, outlining technology inputs, financial support from MAFA, sensitisation on human rights as relevant to their own objectives²⁰.

MAFA's mission is to *access and build up resources necessary to facilitate and develop a rural poor woman farmer through supporting and promoting equitable sustainable developments*. In addressing its core business, MAFA also focuses on addressing within its programmes, the issues of *gender equality, teamwork, accountability, transparency and respect for all*.

Kao group sought to access learning, expand their work, improve and succeed in savings, keep group records, develop entrepreneurship skills, and value addition to their products. (FGD women group)

MAFA's core areas include agriculture, nutrition and increased food security, conservation of the environment, economic protection including support to income generation, women's rights advocacy and human rights, health hygiene water and sanitation amongst others. In addition, MAFA is involved in marketing. The core issues for the target groups of MAFA include poverty reduction, nutrition and the education of children. The focus of MAFA on income generating capacity and food security contributes to meet the interests of the women and the needs of their families. While the need is visible, the ET got the impression that there is no integrated training on group dynamics and

governance that would enable some useful practices in group management and dynamics under the project. However, MAFA clarifies that all the groups were trained by it, in group dynamics and development even before the project and thus achieved this cohesiveness and strength.

All the women groups targeted by MAFA are involved in addressing needs of their members through some form of savings and credit, such as revolving /rotational funds, group savings and credit to members with set interest rates after set periods. The introduction of a loan facility to the group boosted and strengthened these initiatives supplemented by inputs that could be regenerated and passed on from member to members, such as piglets, to spread the benefit. One of the groups was however, 'connected' to sub-county officials and was a beneficiary of the CDD project. It was clarified that this connection happened after the group was already involved in the project. Such connection has the advantage as

²⁰ FGD with some sub county officials

MAFA pointed out, in enabling access to government resources. MAFA however, needs to implement its interventions in such a way as to enable these vulnerable groups gain the needed connections to service delivery mechanisms across the board.

Some of the activities the women were trained in, such as briquette making and the energy saving stoves contribute towards potentially addressing the concerns related to climate change and depletion of trees

'Maka' was a truck driver whose wife was a member of the group that taught her to establish vegetable gardens which have continued to be a feature of the family activity. Mrs Maka got a sow from MAFA, and the sale of its piglets has enabled her to meet expenses like school fees for their orphaned grandchildren. Their small piece of land is now well utilised through the use of manure from the dung of the pigs. Mrs Maka has gone blind and now depends on what she is told about her IGAs. The observation of the team is that other than medical consultation and support, she has not received adequate linkage to counselling and support from persons conversant with issues of blindness. She finds it challenging but continues to benefit from the pigs. For a woman facing the challenges she is going through, the project is useful to enable her family meet its needs.

and forests; however, focus on these issues, is narrow, without for instance, woodlots were not established, either individually or as groups of women in the areas, to meet fuel needs and that briquettes would become the preferred material of fuel for cooking in the community. MAFA did, according to their staff, attempt to promote intercropping with fruit trees and 'establishment of tree nurseries' as one of the strategies to address environmental degradation.

While tree-nurseries is an important and useful activity, it was

not a sustained activity of the group members. The team observed that several homesteads had 'energy saving' fireplaces that use wood-fuel. MAFA's focus on supporting women within families is important in enabling orphaned children to live with their families and not to be institutionalised, thereby providing a reasonable expectation of family life for the orphans.

Regarding the need for economic empowerment, MAFA's support to marketing of products such as mushrooms is of great help to the group members. Some of the women have developed innovative ways of marketing produce and are actively involved in seeking alternative products to adopt as IGAs. One of the women keeps poultry and pays for feeds using eggs and sells the rest to the feeds merchant.

There are still some gaps regarding capacity of the women, who depend on MAFA for the provision of planting materials for mushrooms, support in marketing and for some inputs, particularly citing fluctuations in the price of inputs e.g. feeds. These inputs have been highly sought after and relevant to the needs of the women and the support they got including training of grassroots level Community Based Agriculture Trainers (CATs) supports them and enables them to access continual technical advice. Water harvesting /

Before MAFA, Mulabe was *'managing'* her life but when MAFA came in, she started getting freedom to develop and work with her husband. She attributes improved nutrition and economic freedom to her exposure to training through MAFA despite her prior engagement with group activities before MAFA came into the picture. She is no longer dependent on her husband. In her estimation, the most important innovation for her and her group members was the establishment of kitchen gardens on the urging and support of MAFA. Her husband who is now retired helps with everything, feeding chicken, pigs, cattle, digging, picking vegetables and coffee. She is in charge of the funds earned but its use is discussed with her spouse. She believes the collaboration is a result of MAFA's intervention.¹ However, he did not attend any of the trainings and when this was pointed out she elaborated that it was through her efforts at the urging of the trainings they got that she encouraged her husband to work with her, and also learnt about 'saving and sacrificing'.

access to water is a big need expressed by the women in the communities, particularly in relation to

livestock keeping. Since the criteria for receiving some of the inputs includes capacity to set up some structures, it is feared that the system potentially eliminates the very poorest from benefiting. It is necessary to strike a balance to enable the group to meet the needs of both its better off members, who tend to be in the executive, and its poorest members who it must be pointed out, benefit from training, savings and from 'cash rounds' implemented by the group. The ET was informed about a beneficiary who 'ate her inputs' and is currently not well integrated in the group²¹. Level of confidence of ability to manage without further support from MAFA is limited amongst the groups. Nevertheless, the ET agrees with MAFA, that the fact that the group leadership could bank group funds and 'select among themselves' who are eligible to get loans, co-guarantee each other, disburse the loan within the group, manage savings and repayments does indicate capacity to manage

While the groups focus on savings and credit, record keeping and information about the groups affairs appear to be the reserve of a few in the executive, despite the training received in groups. Group members generally did not know what was in the books and the team was unable to access meaningful documentation of group affairs. MAFA indicates that these groups are unique in that only the group leaders 'should know total disbursement and total collection'²². The ET is still of the view that limited participation or involvement of the ordinary group members is a gap and linked to the governance of the group. Such information empowers the ordinary members of the group to contribute to collective planning and to hold their leaders accountable.

Exchange visits were valued for providing either additional information about new technologies or information on some of the other themes of the network. Some of the information they got during exchange visits was utilised in new enterprises such as wine making using locally available materials. Training for entrepreneurship and for food security are equally relevant, to enable utilisation of limited land resources and to provide opportunities for income generation. The technical approach used by MAFA is therefore relevant, however, more could be done to incorporate and support the poorest women.

Some of the results of working with the groups have been identified by the members as visibility and popularity in the communities; reduction in domestic violence and according to some women, divorce rates lowered as a result of the training got²³; MAFA has been able to reach out to the men according to the group members, who now collaborate and work together with the women although the actual instances of outreach was not clear, with mention sometimes of home visits, possibly undertaken by the CATs.

The successful MAFA woman has a vegetable garden for good nutrition, bananas for food security, pigs or cattle for income generation, participates in a revolving fund and has her 'own' savings within the group but can access credit from it, she keeps the home hygienic and benefits from a violence free environment.

The efforts did include improved food security, income and better conservation practices which if adapted on a wider scale within the communities can lead to considerate use and nurture of the environment and would eventually contribute towards stemming climate change. They also improve the chances of mitigation of the negative effects of climate change on families and thus these are directly relevant to the themes of FOKUS and to the objectives of MAFA.

MAFA related achievements include expansion of their farming activities and translation of these into money to meet other needs, rotation of inputs amongst group members under the supervision of the committees. Some of the issues that the women experience as challenges include the low capital base of the individuals, the intensive nature of activities such as keeping of animals, low market for their produce,

²¹ The ET was not enabled to meet this category directly for the case studies

²² Reactions to the draft report by MAFA

²³ This could not be substantiated and so is taken as anecdotal evidence.

pests and diseases which lead to loss of produce and changes in economic status. The volumes of loan money they access are low and unable to increase their capital significantly. In addition, marketing and packaging of products such as wine, made by the two groups is limited and requires assistance (the review team also observed the need to ensure quality of the products and consistency in their development and packaging). The women recognise the need for marketing support that they are currently receiving from MAFA, bigger loans and a continuation of current support, such as mushroom planting material.

4.2. Efficiency

4.2.1. Design of the project

As will be presented below MAFA continues to work with seven results areas as they are trying to take a holistic approach to the women's situation and possibilities to improve their situation. When compared to the other organisations in the programme it is however a rather ambitious number of result areas even where they are interlinked. It is clear that the area where MAFA is most efficient when measuring the output is related to agriculture. Some of the other areas were implemented but with less efficiency and effect. The ET questions if MAFA are spreading out too thinly over too many result areas. For instance the loan and savings schemes are really demanded and appreciated by the beneficiaries, but it is also an area which requires many human resources by MAFA to manage and monitor, which MAFA maintains that they have. The groups are currently supported by a marketing and credit officer to mobilise the women in marketing, credit and savings, who is also responsible of disburse microloans to the community. MAFA's staff include an agriculture officer concerned with mobilisation and sensitisation in sustainable organic farming, agribusiness and environmental conservation practices. A member of the management team is also a trainer in agriculture with several qualifications in this field. MAFA has in place a program officer responsible for supervision and implementation of activities in the field and for all training in human rights and advocacy. The administrative assistant is currently undertaking a certificate course in monitoring and evaluation.

However, as the project of MAFA and under EAGWEN develops in the future, the ET recommend that the design of the next programme should factor in what kind and mix of staff is needed for MAFA; what the key services that MAFA can deliver are and where they should team up with the partner organisations in the programme to provide these services to the grassroots women. This would be in areas such as human rights and leadership training. MAFA themselves saw it as an advantage having different skills and expertise within the network that they can draw on, instead of being in a programme with other agriculture organisations. This opportunity of using each other's expertise across partners should be used to the maximum and to enhance the efficiency of the individual projects as well.

4.2.2. The management set up and systems of MAFA

MAFA consists of a board and a secretariat with seven staff members. MAFA's current management team has expertise in several fields, such as natural resources management, agriculture, agriculture extension and sustainable agriculture; adult learning and development studies and commerce. One of the management team is responsible for monitoring and evaluation while the executive director is a professional in education and development studies²⁴. It has a board made up of social workers, veterinary and medical doctors. The board has 3 female and 2 male members.

MAFA was founded about 10 years ago as a community based organisation, but are still finalising their management procedures and systems. It has a financial policies and procedures manual developed in 2011. Since January 2012, MAFA has employed a new accounting officer who has put in place improved financial systems and record keeping and follow up on audit findings. The accounting officer has further initiated in-house training of other staff members on the new procedures, on budgeting and how to keep budgets within the ceiling. This area should be encouraged and given more attention to strengthen the financial systems, procedures and management set-up further.

²⁴ She is currently away for further studies.

MAFA fully manages their individual grant under the EAGWEN, with annual narrative and financial reporting to NWF including annual audit reports. It should be mentioned that funds from the Associated Women of the World funds has been added to the same project and therefore allowed for the scale up of some of the activities. The project accounts have been audited by a local auditor every year and got a clean opinion.

The selection of the beneficiaries was done on the basis of a baseline survey of the targeted community and in consultation with the sub-county's office. The sub-county officers seemed very pleased with the work of MAFA, even though MAFA confirmed that the local government were not really engaged in the project. They let MAFA do its work. A few of them were involved in sensitisation and awareness raising with regard to issues of domestic violence, human rights etc. The sub-county is only involved in the initial recommendation of some women's group but as distribution of resources are political in nature, MAFA should make sure that its systems and criteria for selection of beneficiaries are able to access the most vulnerable as much as possible within their definition of vulnerability.

For the beneficiaries of the project, most of the 6 women's groups involved in this project were already organised before the initiation of the project and they have organised themselves with designated roles in terms of chairwoman, vice-chair, secretary, treasurer etc. The ET did not get a complete overview of how many women actually benefitted from the programme. The report up to 2011, reported that 100 women benefitted, while there are a total of 167 women members in the 6 women groups interviewed by the ET²⁵. To illustrate the point further, MAFA has CATs in the communities who double as nutrition scouts, and it is expected that they reach out to more than just the group members. MAFA counts the numbers of its beneficiaries for the period as 40 women targeted in the pilot project, 50 women in the first year, another 50 in the second year, and 40 women in the third year, adding the numbers up to the end of 2012²⁶.



Women showing off some of their vegetables

It seems that the women's groups do not have a joint agreement on how to operate the loans and saving scheme. MAFA is recommended to develop a simple standard agreement for the women's group that they can modify according to their need, but which will encourage them to make sure all members can benefit, also the poorest members, how they deal with non-loan repayment and drop outs, how to keep records etc. This will also give MAFA a better possibility to follow the work of the women's group.

The daily monitoring of the project is carried out by MAFAs limited staff and they document their monitoring visits by monitoring reports. NWF has been on annual monitoring visits, where they also give technical advice. MAFA expressed that they wished for more interaction with NWF and also the timing of the visits should be linked to the farming season.

²⁵ Members lists provided by MAFA

²⁶ Reactions by MAFA to the draft evaluation report

4.3. Effectiveness

MAFA has defined seven results areas that they have been working with under this project. MAFA's core operations in the projects include food and nutrition security, micro-revolving loans and income generation, environmental protection and conservation, women's rights awareness, advocacy and leadership and health provisions as described in detail above in the chapter on relevance.

MAFAs core competence is agriculture and farming methods, but they have rightly realised that they have to include other issues such as access to credit but also entrepreneurship, awareness raising on women's rights and for instance domestic violence as these issues affect the possibilities of the women to improve on their livelihoods and situation and even on the agricultural results and the utilisation of the benefits of their work.

Some of the most valued benefits observed by the ET and highlighted by the women beneficiaries interviewed by the ET include expanded business and social networks, improved self-esteem, and increased economic independence. MAFA have reached out to the target number of women (more than 152 direct beneficiaries) especially with regard to improved food security and increase of income due to training in better farming methods and micro-evolving loans and access to better farm inputs.

But, whether the reported quantitative results by MAFA have met the indicators set is not quite clear. This partly due to the fact that we do not have the data for 2012 but further linked to the baseline study by MAFA, which leaves some questions on accuracy. For instance there is a table indicating the production of crops per household, where the measures used are not identified e.g. harvested 516 (tonnes or ...kilos) retained for seed 429, sold 789, given out for free 136, given out as land rent 0, labour 357, post-harvest loss 579... a quick calculation would indicate that the units acted on were a lot more than the units harvested.

The analysis below is based on the reports available for 2010 and 2011 and the qualitative information and observations made by the ET.

Result area 1: Improved farming being practised – producing higher yields of a variety of nutritious food and vegetables for own consumption and sale and;

Result area 4: Improved income through sale of agriculture products

Result areas 1 and 4 are related and the ET therefore look at them jointly. The below box reflects **how MAFA reports** the following results in this area:

| | |
|-----|---|
| 1.1 | Training and support (with improved seeds/ inputs) to 100 women members in five (10) groups to improve farming practices and to date food and vegetable production for both own consumption and sale amongst the target groups (100%) has improved leading to improved crop and animal yields at approximately 48%. |
| 4.1 | Household income has also improved and families are able to meet basic needs e.g. scholastic materials for their children and medical treatment. |

The MAFA themselves reported that one of their major achievements in the programme is the household food security and increased household incomes. Their intervention has increased vegetable and food production and small income generating activities among the women group has emerged. This was confirmed by the grassroots women interviewed and especially by observing the CATs and their model gardens. It also seems that vegetable production is marketable as most of the women reported to have access to market centres. It was difficult for the ET to gather evidence on the actual rise in income for the women. Most of the women interviewed said that their income had increased and their situation improved with the assistance received from MAFA. However, they were not able to give specific

examples of amounts and the baseline and information provided by MAFA was not sufficient to verify exact increase in income. A number of the women expressed that their nutrition improved through increased intake of vegetable and more women mentioned that they were now able to pay school fees with the income generated by the activities started under the MAFA project.

Result area 2: Community based agriculture trainers (CATs) being trained and in operation

MAFA reports their results in this area as:

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| 2.1 | 20 CATs trained and 16 of these transformed their gardens into model farms as demonstration for members and surrounding communities. |
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MAFA reports that 20 CATs were trained in order to promote agribusiness and the use of appropriate farming techniques and the role of the CATs are basically providing support supervision and monitoring of farmers. According to MAFA, to date 63 % of the farmers understand and appreciate the CATs' roles and responsibilities within the project frame work. According to MAFA themselves, farmers acknowledged that through the CATs, they have been able to enhance their agribusiness skills, hence enhancing their social-economic status.

The ET confirms that MAFA has made good progress in this results area, as the ET saw CATs in place for all the women's groups and some had built impressive model gardens, also used by other villagers and local government officials as demonstration. It was however, pointed out that recently there is some fatigue experienced by the CATs in playing their roles. They are working on a voluntary basis and they do not have any means for transport as for instance bicycles and it can influence their ability to reach the other beneficiaries. This challenge was identified early in the programme, but it seems nothing was done to accommodate this need of the CATs. And it is unlikely that the CATs will continue fully with this role with no incentives when the project ends.

Result area 3: Skills in economic planning & management improved, including savings and credits

MAFA reports their results in this area as:

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| 3.1. | <p>100 women farmers trained in the past two years (2010 and 2011) were divided into four (4) small farmer groups of 25 members each (6 groups in 2012). All the small groups have been trained in savings and credit management and group dynamics. Currently, 67 women in the groups have benefited from the revolving loans fund (an average of UG.SHS. 400,000 on an interest rate of 15%).</p> <p>There is 85% loan repayment. All the loan beneficiaries are currently saving and each woman among those accessing loans has accumulated an average saving of UG.SHS 150,000</p> <p>The groups have also established marketing committees that are helping others procure farm inputs in bulk and sell farm production to the potential markets therefore eliminating the middlemen who exploit them by buying their produce at low prices and selling them in markets at good prices.</p> |
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The target group for MAFA is poor rural women farmers (grass-roots women). The selection of the women is done through dialogue with the local government (sub-county) and through home visits and discussion with the beneficiaries themselves to identify their needs and their potential. The ET experienced a varied level of potential and capacity with the beneficiaries, some of the groups had the opportunity to get loans and grants from other sources such as the sub-county, other individual women were already engaged with animal production and given loans to start animal production, yet others had other sources of income from cash crops. This was definitely not the case for all the beneficiaries, but it

did raise the question to what extent the necessary needs assessment had been carried out/ been effective. MAFA is aware of the challenge of reaching the poorest members as they mentioned under their presentation at the last annual conference (Nov, 2012). It could also be that MAFA makes a good and deliberate choice to reach a good number of women who will be able to pay back the loans and have the potential to move from food security to agro-business or more commercial production.



Group Chair explaining how she manages her garden

It is recommended that MAFA and NWF discuss and define *who* is this main target group, to lift the women out of poverty or to move the women who have the potential to develop into agro-business or a mix of the two in order to mitigate the risk of only supporting the poorest grassroots women, who might not all be able to pay back the loans. In addition the ET recommends that MAFA continues to work with the more established women in its groups and allocate to them the role of mentoring to ensure that the other women progress and benefit from the groups, hence enabling them apply the leadership skills MAFA has trained them in. The role of animating the groups and communities should not fall only on the CATs.

The ET learned that MAFA will move to another district for the future project that focuses on commercialisation and start with a new set of women's' groups. MAFA envisages and the ET recommends that some attention be still given to the first group of beneficiaries not to lose the achievements made with this group. They may not need financial input but at least technical support

and advice in the continuation of their work or they might need to link up to microfinance banks or SACCOs to continue their loan and saving schemes. There is a need for MAFA to carry out not just a baseline, but also an audit of the particular circumstances of individual group members, what they got from the group, what they continue to get from the group and how they and their family have benefited directly from the different running themes of interventions. The ET regrets that it was not able to access the group documents of the groups met because of the absence of the relevant officials. They however got the sense that the documents tend to be the domain of only some of the officials and not all the women are conversant with the status of the group affairs i.e. they could not really answer easily how much money they had in their coffers. While it is important to have people responsible for the documents of the group and for management, it is also important, and a sign of empowerment of the group, that the rest of the women are very conversant with the group's state of affairs. MAFA mentions illiteracy as one of the issues causing vulnerability but there is as yet no sign, or at least the ET did not come across any signs that the women groups are linked in anyway, to organisations providing functional adult literacy learning, which tends to be a far reaching programme geographically in the whole of the country.

Result area 5: Awareness improved on nutritional food production, appropriate storing facilities and appropriate nutritious diet as means to achieve and maintain good health.

In this area MAFA reported the following results:

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| 5.1. | Thirty-eight women were selected by the communities (in 2010 & 2011) and trained as Nutrition scouts. Their key roles are to raise awareness on nutrition, assess household nutrition status and advise community members on nutrition issues accordingly. The scouts have also helped in identifying malnourished children using simple body mass index (BMI). |
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| | After 2011, 73% of targeted families have a balanced diet and take 2 nutritious meals per day in their homes. According to assessments made to village clinics, the number that visit the health centre due to malnutrition related disease has reduced to 45% compared to 60% targeted in the 3 years project. |
| 5.2 | Due to increased food production in the targeted homes, all the households for the 100 women targeted in the past 2 years were trained and provided knowledge on how to use locally available materials like grasses, poles, papyrus etc. to construct simple storage facilities. Currently 23% compared to 30% targeted in the 3 years, store food in the simple storage facilities for food security. |

This result area overlaps with result area one to some extent and it seems has partly been achieved. The ET learned that the nutrition scouts were the same women as the CATs and thus some of the challenges with the CATs persist in their role as nutrition scouts.

Some beneficiaries referred to improved well-being and good health as a benefit coming out of the MAFA intervention. MAFA has helped the beneficiaries introduce new and nutritious vegetables and animals that produce milk that they can consume within their own families apart from producing income. The ET was not able to verify whether the women had really increased from one meal to various nutritious meals a day due to the project intervention although this was mentioned in one group. It could be confirmed that the families had vegetables to eat to supplement other foods and several families also had bananas. Mushrooms were available for sale and a number of women mentioned that they had mushrooms to eat. The evidence that the women had more than one meal a day, according to MAFA was embedded in the availability of bananas, cassava, sweet potatoes, maize, groundnuts, mushrooms, vegetables, mile, eggs, chicken in these households²⁷.

Result area 6: Improved environment increased awareness on management and conservation practises of environment, including energy saving.

In this area MAFA reported the following reports:

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| 6.1 | One hundred (100) women members targeted in the first 2 years (2010 and 2011) of the project have been trained in environmental conservation and agro-forestry practices. They have acquired and adopted the practices of integration of trees in farming which leads to environmental conservation and increased food production due to moderation of the climate leading to rainfalls |
| 6.2 | In addition to the trainings, nine (9) small community based nursery tree beds have been established to help them access tree seedlings for integration into their farms. The trees targeted have included fruit trees, leguminous trees and herbicide trees. Currently 42 % of the targeted households have integrated different tree species in their gardens to improve soil fertility and nutrition among the women and their animals due to taking fruits and fodder. |

Few of the women referred to this result area, some women mentioned that they had learned new skills i.e. making briquettes and others mentioned the training on biogas. The women however, still used firewood for the most part, albeit within 'energy saving fireplaces' that were observed in the kitchens viewed (see picture). The grassroots women including the CATs found the training on biogas interesting and the technology desirable, but do not see themselves in a to implement this new technology specifically due to their limited capacity to access the funds needed. At least one of the CATs was interested enough to price it.

²⁷ Reactions from MAFA to the draft report.

In terms of the tree nursery, the ET learned that these were no longer functional; MAFA had assisted in the production of the tree seedlings and then handed them out to the women. None of the women had continued the practice of the tree nursery for continued raising of trees on their farms and MAFA did not expect this from them, rather it focussed on the availability of intercropped trees in the gardens²⁸. The reported result on 6.1. therefore seems a bit excessive. That the women are trained does not necessarily lead to all of them having adopted the practice and that their new practice had been taken to a level that can moderate the climate leading to changed rainfall is doubtful, as the results would affect a very small population of beneficiaries and area.



Energy saving fireplace

Result 7: Increased awareness in respect of human rights like gender equality and discrimination of women and girls.

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| 7.1 | Increased awareness in respect of human rights, like gender equality & discrimination of women and girls. In addition to the targeted 100 rural women in the first 2 years of the project (2010 and 2011), twenty two (22) community leaders, 35 teachers from 4 primary schools, 10 clan leaders, 12 religious leaders, 2 police officers, one (1) Probation and Welfare Officer and 72 parents were trained in human rights awareness. Topics discussed included: rape and defilement (age of consent, marriage (in) law versus cultural practices); marriage laws (property rights, marital roles and responsibilities); inheritance and succession laws (will making, intestate succession, administration of estates); separation and divorce (property rights of spouses, custody of children, salient features of the Constitution (equality, non-discrimination, etc.); Children Statute (children’s rights, custody, maintenance, parental responsibilities); domestic violence; gender (gender inequality, gender roles and responsibilities). |
| 7.2 | To date, there is increased community awareness of legal rights of especially children, women and of mechanisms for protection of those rights; Improved protection of inheritance rights of surviving spouses and children i.e. accessibility of women to land for production and feed their families; improved access by children, women, and men to legal services and strengthened government and community structures and mechanisms relevant to protection of human rights for the poor and marginalized. Currently 13% out the 30% targeted in the 3 years, of the targeted women have been allowed by their husbands to own and use land for production, no long beaten by the husbands and not taken like property. This has been one of the factors for increased agriculture production among their families |

The ET found that the achievements are less evident than reported with regard to empowerment of the women in raising awareness on women’s rights, advocacy and leadership. The reporting from MAFA is mostly activity based, that training has taken place and therefore led to increased awareness on human rights, but it has not really been convincingly evidenced. A few beneficiaries referred to new knowledge or skills in this regard being developed through the MAFA project, and others mentioned Mama FM as the media where they had picked up some sensitisation on women’s rights²⁹. There is the baseline in terms of the situation of domestic violence, but another study has not been done by the end of 2012 which makes it problematic to evaluate the effect of the training. The ET neither found evidence of improved access by children, women, and men to legal services nor of strengthened government and community structures and mechanisms relevant to protection of human rights for the poor and

²⁸ Reactions to the draft report.

²⁹ FGD with Kyosimba Onanya Womens group 1

marginalized or that this is an effect of the project intervention. The grassroots women are aware of their rights and the possibility of having those rights addressed and they have mentioned instances when the spouses do respect those rights, but the linkages to the project specific activities are limited e.g. it was established that few men attended the trainings, so the extent to which they came to respect these rights could only be through the actions of the wives or the changes amongst the women. No serious targeting of the men or their actual participation as a way of ensuring women's rights are respected actually took place, that the ET is aware of. According to MAFA, the 'husbands' were not interested in this kind of training.

Some of the grass roots women mentioned how they have developed new friendships within the women's groups. They share benefits from the first set of inputs, such as pigs, which in one group is done under the supervision of a committee to monitor and ensure that the benefits go around. This helps the poorer members who did not have the infrastructure at the beginning for the project, to prepare and receive the rotating input later. These networks can also serve the purpose of being a social network between the women in case of discrimination and other challenges that they meet.

MAFA has included gender and women rights and empowerment as its values but more needs to be done in providing an enabling environment for it. The programme and MAFA need to reflect upon how they can better integrate the issue of women empowerment and awareness of their rights. For future interventions, MAFA could decide to outsource this training to paralegals or to another partner organisation.

All in all, the women beneficiaries mostly referred to the benefits they had received in terms of income generating activities and improved farming methods, introduction of new products, access to markets and loans to procure animals. This seems to be the main concern for the women and what they expected to get from MAFA. But some of them linked this not just to raise their income but also to gain economic independence from their husbands, for instance being able to pay school fees without asking their husbands for the funds.

4.4. Sustainability

MAFA's sustainability plans as an institution are focussed on the farm in Luwero and on processing and demonstration to farmers as well as business for the organisation to raise money. It also expects to link its participants to other organisations that can provide loans to the women.

MAFA has a challenge of needing areas with reasonable swathes of agricultural land and therefore its interest in moving to Luwero, however, the area they are currently involved in also has challenges, like dwindling areas for agriculture as a result of the pressure to sell land; and continued and profitable use of the land for food and income may secure it for the families, thus this area requires intensive agriculture if the women and families are to be prevented from losing out completely.

The savings fund appears to be varied but is a system that enables the women / group members to address some of the needs they encounter using funds from their accounts within the group. Savings are taken to a group savings account in Kyengeru with equity bank for some of the groups while others keep the funds at home. Group members do not appear to have gained ability to bank their savings on their own yet. Many of the women see the savings as a way of sustainability *'when we save, we will be able to continue without MAFA. Due to saving culture, we are able... animals have also helped, cows, pigs, goats and poultry. We can sell cattle for fees, and pay in time, cow dung is used as manure'* (CAT at the meeting with Twefeko group)

One of the areas supporting sustainability is the training and capacity development of the CATs who received agricultural training in for instance, horticulture, mushroom growing as well as training in other useful practical and knowledge based issues. They act like animators to the groups and communities and their demonstration of newly introduced technologies or of ideas like hygiene is important to illustrate the ease with which other people could adopt the same practices. However, the CATs also expressed a certain level of fatigue and the ET question whether too much responsibility was put on the CATs also

being nutrition scouts. The CATs were already complaining of the lack of transport to conduct their monitoring and with the incentives for the CATs falling away when MAFA in the next phase will move to another area, the ET doubts whether the CATs will continue to play this role for much longer.

Sustainability of the support to vulnerable grassroots women under MAFA will also depend on the extent to which MAFA as an institution develops. Some of the questions regarding its sustainability are being asked by the organisation and efforts made to address them. One of the responses of MAFA is a future *change* from food security to agribusiness, development of a 15 acre (already acquired) farm as a demonstration for farming practices/ new technology multiplication, processing of agricultural produce and a training centre. It also envisages the setting up of resources for a revolving fund to sustain the organisation. A discussion of sustainability plans by the board of MAFA is expected to take place in 2013 to develop a way forward³⁰.

4.4.1. Added value of NWF

The NWF has enabled MAFA staff and grassroots group members to link to other organisations and to their programmes. MAFA and the grassroots women have enjoyed exposure as a result of the partnership with NWF, coming together to attend conferences, and provide testimonies on their performance.

Introduction of aspects of rights, HIV/AIDS and sensitisation on domestic violence to the focus on agriculture by MAFA potentially improves the outlook of the women in the groups and enabled some of them to achieve independence. It was mentioned several times both in the reports and by a few of the women that domestic violence was going down. In addition, the women highlighted greater participation in managing finances within their homes.

Mobilisation of the women is an important objective of MAFA. NWF's annual conferences have enabled grassroots women to speak at these conferences, which exposes and empowers them but also acts as an avenue for NWF to identify issues that need to be addressed. It is an important opportunity for dialogue amongst the members of EAGWEN.

NWF has contributed to technical support towards structuring the work of MAFA to embrace a measurable process and exposure of staff to technical and international forums. In particular, MAFA like its counterparts has benefitted from the topics facilitated or organised by NWF, which has included governance and the instruments of management of organisations. In the case of MAFA, it is significant that whereas it set up in 2001, it is in the period of this programme and partnerships that several of the operational documents for the organisation have been or are in the process of being developed. The guidance role of NWF has been important in the organisational development of MAFA.

The EAGWEN has enabled MAFA to expand its ideas to women and staff outside its normal areas of operation. Interviews from the other organisations highlighted how some of the ideas have caught on amongst the staff, simple ideas like kitchen gardens that save money and improve nutrition and food security for the staff but that have hitherto been removed from them, ideas that have potential to influence practices in institutions such as COWA.

The rotational leadership within the network is an opportunity for capacity building. As mentioned earlier in the section on EAGWEN, NWF has worked to support MAFA and the other organisations to establish systems, develop capacity and adhere to strict controls, standardised report writing. Several of the issues around governance are emphasised at the annual conferences and in the communication with the organisations.

NWF has been close, in MAFAs own words '*so close*' and willing to provide guidance as much as possible. However, it's support could be concretised further with a structured strategy that can be monitored and

³⁰ Focus group discussion with MAFA staff.

that spells out the place of the members of EAGWEN and discusses their potential relationships with other groups.

4.5. Conclusions and recommendations

MAFA has provided a lot of support to their target groups; several gains have been made by these women groups. The target group of MAFA, to an extent is not the poorest in the community. MAFA refers to them as women led households, widows and food insecure households and thus their vulnerability is identified in these ways. They include grandmothers with orphaned grandchildren and some of who are affected by HIV/AIDS³¹. However there are also a number of aspects of the network themes that it has trained or sensitised a number of stakeholders in, going by the reports of the activities made. The results in terms of changes in attitudes and behaviour is less evident, perhaps due to the approach used, or the methods of collecting this information that ends up not being convincing enough. More could be done in terms of group cohesion and capacity to support each other, particularly the more vulnerable members of the group.

Below is a list of recommendation, which could be used to improve the future projects of MAFA and their involvement in the overall programme.

With regard to the design of the project;

- It is recommended that MAFA and NWF concretise who is the main target group and why; to lift the women out of poverty or to move the women who have the potential, to develop agrobusinesses or a mix of the two to mitigate the risk of only supporting the poorest grassroots women.
- It is recommended for the programme and MAFA to reflect upon how they can better integrate the issue of women empowerment and awareness of their rights. This is an area, which could be outsourced, or training provided through another partner organisation.
- An issue raised by a number of beneficiaries is access to water. Since this is essential to the success of the women and the project, effort should be made to seek solutions to this in the next phase.
- MAFA has several result areas, these could be toned down or merged to key / core areas, to be measured while others can be addressed as crosscutting issues to support the core areas.
- Integrate women's empowerment and rights discussions on Mama FM in a more proactive way with partners by organising listening groups and discussion groups from amongst partners' stakeholders to target further empowerment of MAFA's groups and to get them out of the confines of their groups to link and interact more at the community, sub county level and national level. Establish as recommended above, structured participation in contributing to GWEN, including special issues in Luganda as needed.
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With regard to governance and project management

- MAFA could conduct a capacity needs assessment and it should rearrange its implementation to make effective use of the expertise within it to strengthen performance in all areas, including technical information for crosscutting themes and concepts. EAGWEN should have a system for capacity development and monitoring e.g. choose one partner to spearhead capacity development on each theme per period.

³¹ The question of vulnerability has been a bit contentious. MAFA is of the view that the Evaluation team perception of vulnerability is not a fair reflection of the situation. The evaluation team finds that there is a varied mix of beneficiaries, some of who are economically vulnerable while others are vulnerable by virtue of being widows, grandmothers to HIV/AIDS orphans etc. They are not necessarily at the bottom. The evaluation team is not prescribing that MAFA targets the very poorest, rather, it is observing and recommending that there is need to explain further, what aspects of vulnerability are being addressed by the organization(s) in order to identify clearly the extent to which change has been achieved by the categories targeted.

- Improve the capacity of the women groups towards record keeping,, on internal accountability and information sharing, and knowledge sharing regarding group affairs.

With regard to sustainability

- The ET recommend that attention is still given to the first group of beneficiaries not to lose the achievements made with this group. They may not need financial input but at least technical support, advice and linkage to services in the continuation of their work, as their achievements are still fragile. Considering that there are members who are not at the same level of benefit within the group, MAFA may need to review with the groups' members the effectiveness of the intragroup methods used and monitor that the members continue benefiting and that the inputs made are sustained by going around the groups' members .
- The Maganjo model farm should be strengthened as a great asset to the organisation that is important for the sustainability of MAFAs interventions. The intention to transform the Luvero farm into a training centre and demonstration farm is commended.
- MAFA should try to standardise its approach in order to draw measurable lessons.

5. Evaluation of Uganda Media Women Association (UMWA)

5.1. Relevance

UMWA's objective under the 'EAGWEN programme'; '*amplifying women's voices on political and economic rights on mama FM* complements and is complemented by other programmes run by UMWA such as the training of women as leaders and in public speaking, demand for services and gender responsiveness. The programmes have been credited with enabling UMWA to '*identify weaknesses and needs of the women which are then addressed in seminars by another programme in the organisation*'³² and to influence the mentoring work of UMWA. The relevance of the radio programme is clear, nevertheless, the topics are made more relevant due to the methodology employed by UMWA, of sending out reporters to seek and record views and events from the communities, which are then packaged to respond to the issues raised from the communities³³. This enables better linkage with the listeners, identified in the resource development strategy of UMWA (August 2012), as one of the areas that has declined and part of the reasons for a gradual loss of interest in the radio. The EAGWEN partners' stakeholders are also a pool of potential listeners and contributors to Mama FM.

Mama FM has enabled the development of skills amongst the women in tracking public / government programmes. It has (contributed to) 'UMWA smart women' who are trained to "*knock on government office doors*". The women are mentored in the process of interacting with them during the radio programmes. (KII UMWA)

The topics on mama FM include wealth creation, which is of major importance to the targeted women listeners seeking economic empowerment. Included in the listenership are the members of MAFA and potentially, the students and alumni of COWA. The radio programme is a useful way of providing technical advice through experts and resource persons. It provides sensitisation on rights, including to property and the inclusion of girls in inheritance and property rights. The radio programmes are a natural forum for networking, not only within the programme but with other actors and enables further outreach.

A number of issues were identified by the beneficiaries of the programme as being important for empowerment and progress of the grassroots women such as exposure, sensitisation, and information on health, domestic violence and the presence of a forum that the men also listen to. UMWA and radio Mama FM activities brought outreach to grassroots women potentially and provided a space for open discussion. Mama FM reaches both the literate and non-literate women, on issues that affect their lives and thus is of huge relevance to them. The approach taken to identify the issues raised in the 'call in sessions' and provide feedback and information enables space for an engagement with the current issues affecting the women and their families, including *violation of children's rights and sensitisation about these rights*. It also acts as a mobilisation resource, enabling women to access information about other services and issues with potential impact on their lives and to monitor opportunities from other sources.

Naguru Remand Home: With collaboration from COWA, UMWA enabled children from Naguru Remand Home to participate in a live broadcast where they brought up issues affecting them and their lives in the remand home. They also presented poems, Naguru news, offences and how they learn about the law. The broadcast led to many parents seeking to take their children back home... '*it was great to unite the children with their families*'. The programme was followed by other stations setting up broadcasts about the plight of these children and may have influenced the trends e.g. the '*Take me back home*' programme on the government UBC channel.

³² Interview with UMWA staff

³³ ED UMWA

From the point of view of the partnerships, Mama FM in particular enables grassroots women from MAFA and partners like COWA to share their experiences and provide advice to a wide audience. The example in the box illustrate how the programme approach has benefitted two of the partners in the programme COWA and UMWA and how together they took an innovative approach to solving some of their beneficiaries' problems, in this case, children in conflict with the law.

Radio Mama FM further provides a forum where aspiring women politicians can get involved in the debates and even managed to generate a self-styled rights defender of land rights, whose initial source of information was Mama FM. Some of the women politicians have run for office and have benefitted from the training and exposure at radio Mama FM, an exposure which is usually difficult to obtain for the young female politicians in the mainstream media.

Halima, now a Councillor, has become a reference point on many areas including government programs, security, domestic violence, HIV/AIDS, to mention a few. She says: *"Being a Muslim and a woman, I had never thought I'd address people, or counsel rich women who have been battered by their male partners. My village-mates now call me their saviour, because I confront people who mete out injustices to others. I feel happy about my new found position in the community"* (from material provided by UMWA).

UMWA has provided consistent discussion about political and economic issues and amplified the voices of women. While UMWA was already involved in these kinds of broadcasts, the programme has enabled it to reach out to more women at the local level, seeking stories from them and providing the staff with different perspectives. UMWA has given visibility to the project amongst women³⁴.

UMWA has shared opportunities to reach out to others and offer practical support for instance, broadcast the plight of a 13 year old girl made pregnant by her father. The child was then fostered by a Mama FM listener and caller. Through its linkages, UMWA enabled the case to be taken up by an NGO on children's rights. There are other synergies that have been exploited as a result of the partnership, including the development of a holiday package for students in partnership between COWA and UMWA and referral of children suffering abuse to UMWA by COWA and through UMWA, to ANPPCAN and the children's courts. UMWA staff have witnessed the work of community paralegals of GADECE through exchange visits, providing a learning opportunity. Some of the information from GADECE was also shared through the newsletter, providing insight on community level action on legal challenges.

5.2. Efficiency

5.2.1. The management set up and systems of UMWA

UMWA is a well-established organisation (30 years) and it is a voluntary organisation of female journalists even though also engaging male journalists and presenters. This organisation is established in terms of financial management and procedures and has a larger management and secretariat set-up than for instance, MAFA. It has a strategic plan where Mama FM is placed within the wider scope of UMWA's strategy.

The project support from NWF and the EAGWEN does not constitute the main part of UMWA's or even Mama FM's budget or activities, but according to the staff, it has contributed to Mama FM being able to keep focus on the issue of empowerment of grass-root women especially in terms of enhancing their rights, their right to participation and right to be heard. That UMWA is well established enhances the basis for the funds of EAGWEN to be used efficiently, since the programme will spend less time and resources on capacity building of the organisation itself, but can use more resources on actual activities and use the resources of UMWA for the benefit of the other organisations.

³⁴ FGD with staff members

5.2.2. Design of the project

The reduced funding from NWF to UMWA led to the reduction in the proposed result areas, leaving UMWA with only one result area around amplifying women's voices on Political and Economic Rights on Mama FM. UMWA regarded this as their most urgent priority. Some of the result areas left out had focussed on improving Mama FMs staff knowledge on women's rights to media access and use and targeting a number of local women leaders in selected sub counties. UMWA has managed to partly achieve some of these results through the EAGWEN and their individual project or through support from other donors or means. However, it is clear that by supporting mostly one series of radio programmes and without greater capacity building for staff, the design would be very fragile, particularly if the main presenter decided to leave the organisation. UMWA addresses capacity development by a mentoring process by the main presenter, of another person to reduce such vulnerability³⁵. UMWA has used project funds to offset the costs of staff who go out to collect materials for the broadcasts, including the costs of transport, accommodation and meals under the budget on material collection. This particular support goes towards 'about 25 people' every month, Administrative resources are also provided towards general coordination, reporting and book keeping³⁶.

According to the ET, UMWA has spent the funds received efficiently. It is difficult to measure how big the outreach of the radio programme was, as Mama FM is a community radio, but it seemed that the programme had a good impact on the women participating and calling in on the radio. Some of the women beneficiaries of MAFA interviewed during the evaluation listened to Mama FM, but mostly the ones who knew a participant or who had themselves participated in a radio programme.

As with the other projects and the EAGWEN programme in general the design of the project of UMWA does not include an elaborate internal risk assessment. This could for instance be the political environment, as the radio programmes are political in nature. It could also be the turnover of staff, as some radio presenters are very popular and maybe well-connected. Nevertheless, the ET finds that reliance on presenter in charge of the radio programmes supported by the UMWA project increases vulnerability, regardless of the mentoring he provides to another colleague. These things should be considered when designing the programme and the project. It should not just be one or a few staff members benefitting but the radio station as such if the EAGWEN programme wants to continue also building the capacity of the partner organisations.

5.3. Effectiveness

UMWA is a well-established organisation as mentioned above, with the focus on promoting women's rights and gender equality, access to information for all to be able to make informed decisions. The target group are rural and poor women but the radio programme also links the grassroots with women in leadership positions especially at district and local government level and other policy makers. Both categories of women are invited to participate in the programme and the programme further goes to important political events to make reports but also to voice grassroots women's concerns on these events or other current political issues.

The restructuring and reduction in funding, in the end left UMWA with only one result area, namely:

Result area: Increased number of local women effectively participating in Mama FM radio programming in particular political and economic.

UMWA themselves reported the following on this result area:

| | |
|---------|---|
| Overall | No. of local women leaders participating in the radio programs on Mama FM has |
|---------|---|

³⁵ Information at the workshop in response to the evaluation report

³⁶ Figures provided by UMWA and additional information from response to the presentation of the evaluation report.

| | |
|-----------------------|--|
| indicator | increased from 105 to 250 (in 2011). No. of local women leaders participating in political and economic related radio programs has increased from 15 to 150 (in 2011). No. of political and economic related issues initiated on Mama FM by local women has increased from 10 to 100 (in 2011). No. of radio program ideas initiated on Mama FM by local women leaders has increased from 35 to 140 (in 2011). No. of local women able to initiate and sustain engagement with media has increased from 2 to 15 (in 2011). |
| Result area reporting | From the 80 women who participated in the political / economic related radio shows on Mama FM, the figure had gone up to 98 by December 2011. Their participation on such shows have had great impact on their lives. For example: their confidence building and assertiveness earned 8 of Mama FM's ardent panellists district councillorship in the February 2011 General Elections. A good number joined campaign teams as mobilizers, polling assistants / agents, or election monitors. |

The support from EAGWEN and the project seems to be well-integrated into the overall work of UMWA and Mama FM. The resources received have been able to facilitate and amplify the platform for grassroots women's participation and awareness on their political and economic rights.

Radio Mama FM seems to be a radio, which produces radio programmes relevant to the target group and the women who are regularly interacting with the programme seems to be very well trained in raising their voices and are aware about their rights.

Radio Mama FM is taking a proactive approach inviting grassroots women to the programme, going to the communities to give the women an opportunity to speak about their issues on the radio. The radio also takes up current issues or statements by public figures such as the president / other politicians and discusses these in the programme from a gender perspective. Furthermore, some of the beneficiaries and other partners in EAGWEN have had the opportunity to voice their issues and promote their work through Mama FM.

Nali is married with three children. She and her husband work hard to earn a living to provide for their family. She sells cassava, samosas and chapattis, a business she started with very little capital but, with the knowledge and skills acquired from UMWA. She expanded her business and has bought a boda-boda motor cycle which she sees as her biggest achievement. It is used by her husband to make money that enables them pay school fees for their children. The couple has also expanded into money lending on a small scale. They are focused on education of their children, better health and a good diet and credit UMWA for the motivation they got, including through entrepreneur skills trainings and workshops where she gained skills to *'operate any kind of business'* and never to look down on any business. She has had occasion to express herself on radio, got friends and shared experiences. She says information with her husband which he applies in business. In her own words, *'selling of cassava, sambusas(samosas) and chapattis has also improved my life style because I'm able to earn a living, and feel confident about the decisions I make.* She also credits UMWA with motivating her to save money every week and deposit in her account. She plans to diversify because she *'learnt that integrated business is a good practice'*. (source: UMWA case study, paraphrased)

UMWA reports that the radio has given the grassroots women in the community an opportunity to voice their issues and this has opened up a social space for self-expression and helped to train women in communication skills and that this has subsequently increased the participants self-esteem and confidence. Women are not used to speaking in public, and the women therefore demand nurturing before they are prepared to bring out their voice. UMWA further reported that many new women candidates have stepped forward to contest for various political positions during the general election, some of them participants on the radio programmes. One of the listeners and ardent caller on the programme mentioned particularly the nurturing of young politicians who gained experience on political debate through their participation on the radio programmes.

It is not really measurable whether these women were more or less vocal and aware of their rights before the programme, but it is clear that the programme is providing them with a much needed platform from where they can voice their concern, discuss and share experiences. The programme also gives the women an opportunity to interact in spite of geographical distance but also across cultural, tribal, political and economic borders. This was praised by a number of the beneficiaries³⁷. Many of the beneficiaries and grassroots women participating put emphasis on the fact that the radio allowed them access to information and physical interaction at the radio station even though they are poor, uneducated and grass-roots women.

UMWA highlights and illustrates their achievements by identifying some of the politically aware women who have participated in their programmes, and who have gone to another level of activism. *They formed part of the activists who spent days running battles with police, because they wanted to see positive changes in Uganda's policies on pricing, political representation, and oil exploration. One Ingrid Tuninave, also a frequent panelist on Mama FM, played the most interesting comedy in political activism when she made the police which had come to keep guard at her home preventing her from demonstrating, believe she had gone to fetch water at a well, but in fact that was a trick to escape from them to join other activists in town. She boarded a bike and rode 12 kilometres before police found out about the trick.* UMWA notes that awareness raising and activism done at Mama FM on domestic violence, may also have contributed to the enactment of the two Acts in 2010 (.source: UMWA write up)

Apart from just giving the women a voice, the radio is trying to pursue women's issues and provide information on issues like access to health and other basic services, new legislation, increase the number of women candidates for political positions, economic independence etc. in order to raise awareness of grassroots women on these issues and encourage them to take action to improve their situation by for instance demanding accountability and basic services or the right to run for a political position, the idea being that the women need to be informed before they can take action and responsibility for their own lives.

The programme and the call in also supports programming of the radio overall by identifying the issues that grassroots women are most interested in and raising this. The focus on vulnerable groups for the radio does not stop with women alone, but was also expanded as a matter of need, for example for the Naguru remand home's 'problematic' children, who got the voice to express their need to go back to their families and thus was able to reach out to parents and other people who could make a change in the lives of these children.

In view of the above, the project supported by NWF, has been effective, even though it is difficult to single out the effect of this intervention from the general effect of Mama FMs activities and programmes. The project funds have thus managed to enhance Mama FMs efforts in this area and target and assist some specific women in enhancing their own political and economic rights and advocate for these right more broadly.

5.4. Sustainability

The synergies developed between UMWA and the other partners of EAGWEN, particularly at the staff level lends itself to continued interaction and corporation. UMWA has managed to incorporate lessons from its funded project into its other programmes, thus mainstreaming and strengthening the capacity of the organisation to continue to address issues of economic and political empowerment of women.

Staff capacity, particularly that of the programme presenter and by extension, that of the staff who go out to gather news has been developed to interact further with grassroots women and will continue to be an asset for Mama FM.

UMWA held a one day workshop to discuss resource mobilisation as an aspect of addressing sustainability. It runs a holiday programme for students. It also runs short courses in radio presentation

³⁷ FGD with grassroots women regularly participating in the programme

skills. Its work in designing modules and starting a school in journalism and vocational studies is reportedly in advanced stage and an important move towards sustainability once it comes to fruition.

Other projects deal with some of the issues under the network for instance a programme on addressing domestic violence through mobilisation of the communities is directly relevant to the crosscutting themes of human rights and domestic violence and provides opportunities to work with EAGWEN on the same front. These opportunities are already being exploited to provide needed support to vulnerable children (both boys and girls) and to women. Mama FM has been known to provide free airspace to partners e.g. to COWA and at least one woman from MAFA met by the ET mentioned participating on the radio programme. This engagement is bound to lead to new opportunities for programming around mutually important topics.

The importance of economic empowerment and political space and participation of women is not about to end and will continue to be an important point of discussion in the medium to long run.

The stakeholders meeting illustrated that several of the women take Mama FM as their radio and will continue to be interested in debating on the airwaves, perhaps the difficulty will be related to payment for their transport and costs.

The radio is respected amongst those who listen to it; however, it is still a community radio and not very visible on the national stage, so there is need to advertise it a bit more. For this reason, the work that highlighted the plight of children in Naguru remand home also showcased the work that Mama FM does.

5.5. Added value of NWF

NWF came on board when UMWA did not have any funding and were at a crossroads. The support provided enabled UMWA to reach out to women to document topical views and has translated into political empowerment and contributed to the demand for involvement and representation of women in governance and created a platform to talk about health and other issues.

NWF did provide opportunity for UMWA to share its expertise and to create linkages with these other partners, which in turn has enabled them to identify new opportunities to serve vulnerable groups. The programme with the children on remand gained visibility for UMWA.

EAGWEN was identified as a programme to link all the organisations together; activities such as the newsletter, exchange visits and capacity building / training sessions on entrepreneurship, RH, life skills, gender and communication skills as well as annual conference where resource persons discussed with them.

UMWA has benefited from the networking and from the technical topics facilitated or sourced by NWF.

5.6. Conclusions and recommendations

UMWA through Mama FM has enabled the EAGWEN membership in many ways to come together and to grow. It has provided a lot of support with regard to GWEN newsletter and in some of the workshops, including technical support to its partners. Indeed one of the early considerations of including UMWA in the network was its potential contribution, at a time when it did not have a funded project through NWF. It is clear that UMWA will continue to be at the heart of the network, because it has the means to bring partners together easily, to communicate and to disseminate information. It has several ways in which it can undertake bilateral activities with the different groups. The ET recognises that although radio is an expensive venture, Mama FM's funding was less than that of the other programmes. The capacity building of Mama FM staff is an important input to improve the project further. UMWA also reports progress in some of the result areas where interventions were not funded, indicating a good integration of interventions.

Recommendations with regard to design of the project:

- Consider developing UMWA's role in the partnership with the support of strategic funding as a catalyst and hub for EAGWEN *within* the system of rotational leadership of EAGWEN.
- UMWA and its partners could narrow the target group of the project or provide some targeted programmes, one for women farmers (including the beneficiaries of MAFA), one for young politicians, one for young entrepreneurs (for examples tailor or designer alumni from COWA)
- Consider expanding outreach to the youth, including students in COWA and in other institutions. This can be built on the collaboration with COWA on a programme for students on holiday.
- Consider to designate the role of permanent production of GWEN newsletter to UMWA. It could also be considered to develop GWEN into not just a newsletter for the EAGWEN but a magazine for grassroots women.

Recommendation with regard to governance and project management

- UMWA or more specifically Mama FM should conduct training or capacity needs assessment of their secretariat and presenters in order to make sure that they have the right mix of staff to perform on all result areas and that the training they receive through the EAGWEN is the most relevant. In this regard, NWF should provide the forum at the beginning of the year, or the project period for capacity needs assessment for the staff and technical information and skills needs assessment for the beneficiaries so that these are targeted.
- Continue to strengthen UMWAs M & E systems including reporting on results.

Recommendations with regard to sustainability

- Expand funding for UMWA to at least 3 core result areas, to include capacity building of staff and beneficiaries of the radio programme such as 'presenters and panellists. It could further include funds for COWAs alumni, entrepreneurship courses.

6. Appendices

6.1. Annex 1: Terms of Reference (ToR)

External evaluation of The East African Program for the Empowerment of Grassroots Women (EAGWEN)

The East African Program for the Empowerment of Grassroots Women (EAGWEN) is funded by FOKUS - Forum for Women and Development – in Norway, and is administered by the Norwegian Women- and Family Association (NWF). The program encompasses four partner organizations in Uganda and Kenya; Maganjo Farmers Association (MAFA, Uganda), Uganda Media Women's Association (UMWA), Companionship of Works Association (COWA) Centenary Vocational Training School (Uganda), and Gender and Development Centre (GADECE, Kenya), but is presently undergoing a restructuring process where FOKUS has phased out the direct support to the two latter organizations. The program seeks to empower vulnerable and marginalized women and girls in Uganda and Kenya and contribute to the development of sustainable skills, knowledge and attitudes which will improve their quality of life, including attainment of human security. The program also seeks to explore the opportunities of working in alliances towards a common goal, and the members of the program have capabilities and specialties in different fields of work, so as much as they are contributing to the achievement of the goals of their individual organizations, they are contributing to the common goal.

Background

FOKUS – Forum for Women and Development – is a knowledge and resource center for international women's issues with an emphasis on the spreading of information and women-centered development cooperation. FOKUS' primary goal is to contribute to the improvement of women's social, economic, and political situation internationally. The organization consists of 74 women's organizations and women's committees in political parties, trade unions, and solidarity and aid organizations. FOKUS supports projects run by women's organizations in Africa, Latin America and Asia.

Project collaboration constitutes a key part of the activities of FOKUS. Through support to project-based cooperation between Norwegian organizations and their partner organizations, FOKUS aims to contribute to the improvement of the conditions of women internationally. Efforts to strengthen the position of women must be based on systematic, holistic and long-term activities at all levels and in all segments of society.

Since 1975 the Norwegian Women- and Family Association's (NWF) has conducted projects in developing countries. The target groups are usually women and children. Branches and local groups of NWF are currently involved in collaboration projects in more than ten countries, e.g. clean water for villages, sanitation and tree-planting, energy saving stoves, buildings, relief-programmes, raising of domestic animals, income-generating activities and primary health-care.

Some of the four partner organizations in Uganda and Kenya have received support from FOKUS and back-donor NORAD since 2002, while in 2006-2007 funding was provided via FOKUS telethon campaign funds.

When FOKUS decided to challenge all partners to explore the potential for greater collaboration and exchange of experience across projects and partner organizations in 2008, NWF initiated a dialogue process leading to a joint application from their East-African partners. After a pilot-phase in 2009, the program was consolidated during 2010-2012. However, the support to COWA was phased out in 2011 and the support to GADECE will be phased out by the end of 2012.

Scope and purpose of the evaluation

The work of COWA was evaluated in 2006, and they were also part of a broader NORAD-initiated evaluation of the results of development cooperation through Norwegian NGOs in East Africa in 2011. An impact assessment of UMWA was conducted in 2008.

The purpose of this evaluation is to provide NWF, partner organizations and FOKUS with an assessment of the extent to which the objectives of the joint program have been achieved. In addition, the results of the projects of UMWA and MAFA will be evaluated in order to inform the future program development.

- 1) The evaluation shall, in a structured manner, review impact and draw out lessons learned for the implementing organizations, NWF and FOKUS.
- 2) The evaluation shall provide information on the way forward for the **EAGWEN program** and the **projects of UMWA and MAFA**.
- 3) The evaluation shall give recommendations and inform the future development of suitable objectives, achievable results and measurable indicators.

Main Questions

- 1) Review the impact of the individual projects of UMWA and MAFA. To what extent have they met stated objectives, results and indicators spelled out in the project proposals?

This should include, but is not limited to, an assessment of the following;

- Relevance; of the projects to the target population
 - Effectiveness; in achieving the purpose, major factors influencing this
 - Efficiency; projects structured in the most efficient way
 - Sustainability; financial and organizational
 - Participation; by the target group in developing, implementing and evaluating the projects.
- 2) Assess the extent to which program goal and results have been achieved. What has been the impact of working within a program, as opposed to working project-based? Which changes in program design and administration are needed for achieving greater impact?
 - 3) How have the projects related to each other, in regard to collaboration, replication, complementarity and added value to each other's work? How often have the program partners met, and how have they communicated?
 - 4) Review internal monitoring and evaluation tools and processes of the partner organizations and NWF. Assess the financial management of the EAGWEN program and the UMWA and MAFA projects with regard to FOKUS/contract requirements.
 - 5) Has the administration of the projects been more efficient as a result of working in a program (planning and budgeting, financial and narrative reporting)?
 - 6) Review NWF's organizational sustainability. What has the Norwegian organizations value-added to the program been? How has communication about program-related matters functioned between NWF, FOKUS and the partners?
 - 7) Assess the relevance of the program and projects to NWF and FOKUS strategy and thematic guidelines.

Background documents

- Program and project applications and annual reports in the period 2009-2012
- NWF Internal Assessment report 2012
- Organizational strategies (MAFA, UMWA, COWA, GADECE, NWF and FOKUS)
- FOKUS criteria for program and project support and thematic guidelines
- COWA – Project Review of the NWF Support to Vocational Training of Girls orphaned due to HIV/AIDS in Uganda (2006)
- UMWA - Impact assessment (2008)
- NORAD Evaluation Report: Results of Development Cooperation through Norwegian NGOs in East Africa (2011)

Proposed Assignment Approach and Methodology

The evaluation should mainly be based on qualitative methodological approaches.

The evaluation team should make use of:

- Interviews, focus group discussions with participants and beneficiaries, track previous participants from the beginning of this program period.
- Interviews with staff and relevant member/partner organizations.
- Interviews with stakeholders (the scope of relevant stakeholders will be defined in the initial meetings with the partner organizations)
- Review relevant documents
- Observation of training/project implementation

The evaluation team should assess the relevance of using case-studies and most significant change methods to document the achievements of the programme.

Assignment of the evaluation team

The team shall have a designated team leader. FOKUS and the NWF shall be responsible for selection and briefing of the evaluation team. The partner organizations will play a supportive role including logistics and mobilization.

Criteria for selection of the evaluation team include:

- there must be a strong female representation in the team, and at least one member must come from Uganda.
- the team must have experience and knowledge of the following areas: women's rights/ development programming / financial reviewing/ movement building/ education/youth participation/media.
- Experience in conducting developmental evaluation processes.
- be experienced in participatory methods.
- At least one of the team members must have knowledge of Luganda.

The team leader should develop a terms of reference for the other team member(s) to clarify roles, division of work and deliverables. None of the members of the evaluation team may have a stake in the outcome of the evaluation.

Phases, timelines and deliverables

The final evaluation, including writing of the report, is expected to be **finalized by January 20, 2013**. Visits to UMWA and MAFA and interviews with COWA, GADECE, NWF and FOKUS will have to be finalised by the **end of December 2012**.

A draft report shall be presented for comments by all the four partner organizations, NWF and FOKUS by January 10. The final report shall be ready by January 20 and be presented collectively for the partner organizations, NWF and FOKUS shortly after this.

An inception report including; plan for initial meetings with the organizations, the number of days spent with each and a detailed progress plan will be presented by the selected evaluation team before starting up.

A preliminary estimation of the time-line for the evaluation:

November: Initial preparation, reading of documents, inception report – 3 days

December: UMWA – 2 days visit

MAFA – 2 days visit

COWA – interview

GADECE – telephone interview

NWF and FOKUS – interview via Skype/electronic conference facilities
2 days

January: Writing of draft report, 7 days

10 Jan: Presentation of draft report

16 Jan: Deadline for comments and feedback to the draft report

20 Jan: Final report - 1 day

Budget

A total of 185.000 NOK, approximately USD 31.000 incl. VAT, will be allocated for the total evaluation. Estimate includes travel costs of the evaluation team, the total number of working days needed for a team of 2 consultants, per diem, accommodation and any other relevant cost.

Deliverables

The evaluation findings should be specified in three separate sections according to the programme as a whole, and the two individual projects of UMWA and MAFA. There should be a short global summary of the main recommendations and findings. The report will be written in English, and made available both electronically- and in hard copies.

The report should include;

1. Table of contents
2. An executive summary that can be used as a document in its own right. It should include the major findings and summarizes conclusions and recommendations
3. The objectives of the evaluation
4. A justification of the methods and techniques used and any bias or limitations of the evaluation
5. A presentation of the findings and the analysis thereof, clearly indicating the evidence base and giving concrete examples of qualitative findings
6. Recommendations, should be practical and if necessary divided up for various actors and stakeholders

Report appendices should include: ToR, technique used (list of questions etc.), list of abbreviations, list of documents and bibliography, CV's of the evaluation team.

Bids submission contact

Please send a proposal for undertaking task with detailed profiles and professional fee quotation to st@fokuskvinner.no by **November 20th, 2012**.

The application should contain:

- Profile of the consultant with traceable references and copies of previous writing and published materials
- Professional fee quotation indicating envisaged actions, the requested fee for the work in the job description.
- Letter of interest

6.2. Annex 2: Interview guides

INTERVIEW AND FOCUS GROUP GUIDES:

Norwegian Women and Family Association (NWF) and FOKUS

1. How have you been involved in the EAGWEN? Describe (including monitoring visits)
2. How has the communication between NWF and partners functioned?
3. Describe technical support provided to the two organisations
 - a. What is the role and how has NWF contributed to the results and outcomes?
 - b. What is the role of FOKUS in the programme?
 - c. How is the communication with FOKUS?
 - d. How did FOKUS contribute to the achievement of results and outcomes?
 - e. Outline skills, knowledge, contacts, networks etc. contributed and benefit to partners.
4. What has been the benefit of working under a larger programme umbrella (EAGWEN) i.e. added value? Did it reduce or increase the costs of the partnership / collaboration? Outline both advantages and disadvantages experienced.
5. Describe the impact of the programme in your opinion. What lessons have you gained? Which objectives in your view have been achieved? Any evidence? Illustrate changes
6. What does the programme leave in place in terms of systems and capacities
7. What are the biggest achievements? Who or what are they attributed to?
8. What are the biggest challenges? Who or what are they attributed?
9. Interaction and participation of programme partners, with each other (When did they get together... what did they participate together in? illustrate the benefits / value of the partnership to the partner organisations and to NWF and FOKU.
10. What are the advantages of working at programme level instead of project level? How have the partners perceived the change from project to programme support?

Systems:

11. What is the quality and timeliness of the financial and narrative reporting of the partners?
12. How did the organisation ensure that the programme logic was followed? What challenges were faced in this?

Documents needed

- Annual reports
- NWF internal Assessment report 2012;
- Travel reports
- Organisational strategic plans
- NORAD evaluation 2011 on Dev cooperation in EA
- Audit reports

PARTNER ORGANISATIONS:

1. In which way have you been involved in the programme / project?
2. What changes were made in the organisation under the programme approach?
3. How well has working in alliances / under a programme worked? Outline advantages and challenges in implementing the approach.
4. What different skills have the different organisations contributed to the partnership and with what effect?
5. Outline cooperative / complementary activities across projects/ organisations. How did they collaborate officially under the programme and in other spaces?
6. What is/ was the role of NWF? Outline its added value. What has it managed to set in place / leave in place in terms of systems and capacities?
7. What is / was the role of FOKUS in the programme? Outline its added value.
8. Outline the achievements of the organisation through the programme.
 - What would you count as your best practices
 - What lessons have you learned from your project? e.g. in programming, partnerships, the thematic areas, meeting objectives, stakeholder actions / behaviour, community level structures etc. etc.
9. How have you contributed to the achievement of results and outcomes?
10. What are the biggest challenges faced? Who or what are they attributed to?
11. Comment on the grassroots level and your organisation's capacity to ensure sustainability of programme objectives and of the partnerships developed. What will support sustainability? What expectations do you have regarding sustainability in the next 5 years?
12. Internal processes and tools
 - Project M&E systems, effectiveness of the systems / value to programming
 - Financial systems and processes at the organisation level, checks and balances
 - Internal communication mechanisms and their effectiveness
 - Communication with the NWF and other partners

For Beneficiaries:

1. In which way have you been involved in the programme / project?
2. How have you benefitted from the project? How has your situation changed?
3. Are the benefits what you expected? Explain
4. What is the lasting benefit from the activities that will remain with you personally or your group or other people in the community? How have these benefits/effects been used or how to you intend to use them?
5. Knowledge and attitudes related to the thematic areas

Other stakeholders:

1. Knowledge of the programme and projects?
2. Added value of the programme and projects?
3. Have you changed your perception of women or girls due to this project? How? Illustrate
4. General information about the issues or the thematic areas that the project attempts to address (decision making, domestic violence,

Specifically for UMWA: (*The aspect of the programme that was funded was women's voices on radio; in addition, some staff collected information and developed radio programmes*)

Would you say the situation of women and girls in the areas where you are active have changed during the course of the programme / project?

- What changes have been observed amongst the women and girls with regard to decision making processes at different levels?
- What new policies have been developed and passed? What gaps are there in the policies? What action has the programme taken to discuss / draw attention to these gaps? Are there any new/emerging issues as a result of recent changes related to the project pursuits or attitudes beliefs and behaviour of beneficiary groups or the institutions mandated to work with them?
- Have more women got employment in local and regional institutions?
- Are women more active in entrepreneurship and businesses?
- What was UMWA contribution to these changes?

Documents needed from the organisation:

Audit reports
Monitoring and internal evaluation reports
Financial reports (Activities and Expenditure)
Internal progress reports
Ask for impact assessment 2008 UMWA

Specifically for MAFA:

Would you say the situation of women and girls in the areas where you are active have changed during the course of the programme / project?

- Are women and girls more active in terms of participation in decision making processes?
- Are women more active in entrepreneurship and businesses?
- How MAFA contributed to these changes if any?
- Changes in nutrition practices
- Indicators of improved standards of living;
- Added value from the gender sensitisation
- Perceptions about domestic violence
- Response at the community level to women's participation
- Most important changes at the community level, amongst the groups and individual women
- Most important achievements

Documents for the Organisation:

Audit reports
Monitoring and internal evaluation reports
Financial reports (Activities and Expenditure)
Internal progress reports

Specifically for COWA:

Would you say the situation of women and girls in the areas where you are active have changed during the course of the programme / project?

- What are the overall achievements of COWA
- Added value of the project / what are the programme related inputs and results that are still beneficial to COWA and its target group?
- What has been left in place in terms of systems and capacities by NWF/ the programme?

Documents from the Organisation:

- NORAD evaluation 2011 on Development cooperation in EA / Project review of NWF support to training of girls orphaned by HIV/AIDS in Uganda 2006
- Monitoring and evaluation reports of the projects and the overall programme
- Organisation strategy documents

Specifically for GADECE (Telephone interviews)

To talk to programme staff, to the persons who were trained under the programme / request for interview with beneficiaries / other stakeholders with remarkable changes in their lives (Ask for list of beneficiaries with roles and contact numbers). Also request for interview with stakeholders / organisations collaborated with.

1. What aspects of the programme are set to continue as a result of NWF/ EAGWEN programme intervention even when the programme ends? What are the pillars that will support continuity?
2. Comparison of the different approaches i.e. the Project / programme approach in terms of what they were able to achieve, and the challenges that were faced.
3. When the programme comes to an end, will you continue to work / communicate with the other partner organisations in the programme?

6.3. Annex 3: List of Documents Reviewed

1. Audit reports COWA
2. Audit reports MAFA / financial statements 2010, 2011,
3. Audit reports UMWA
4. Contracts for the different organisations

5. COWA – Project Review of the NWF Support to Vocational Training of Girls orphaned due to HIV/AIDS in Uganda (2006)
6. COWA strategic plan
7. Draft EAGWEN annual conference report November 2012
8. EAGWEN Policy paper

9. FOKUS criteria for program and project support and thematic guidelines
10. FOKUS strategy 2012-2016
11. FOKUS contracts for the different organisations
12. GWEN Newsletters
13. Impact Assessment Mama FM Sept -21-08
14. MAFA Field visit reports– June 2011, 14th August 2011, November 2011
15. MAFA simple Baseline survey report March 2010
16. MAFA strategic plan 2009 – 2013
17. Maganjo Farmers Association, Financial policies and procedures manual 2011
18. MAFA 2010 Financial statement
19. MAFA 2011 Financial statement
20. MAFA auditors report and financial report, December 2011
21. MAFA group lending process (powerpoint presentation(

22. NORAD Evaluation Report: Results of Development Cooperation through Norwegian NGOs in East Africa (2011)
23. NWF Internal Assessment report 2012
24. Program and project applications and annual reports in the period 2009-2012
25. Results of Development cooperation through Norwegian NGOS in East Africa
26. UMWA Report on Resource development strategy
27. UMWA - Impact assessment (2008)
28. UMWA newsletter focus on Evaluation

6.4. Annex 4: CVs of the Evaluation team

Santa Vusia

Resume for Santa Vusia (Team leader) is a Social Scientist with several years' work experience in Government, Civil Society and a consulting firm. She has done extensive work in the area of Gender and development for several sectors. She has designed, organised, facilitated, participated in, coordinated and managed workshops, consultative sessions; studies, planning processes, policy and strategic planning, gender and research work; gender consultation, guidelines, training and \sensitisation materials development, programme formulation and development, project and organisational assessments, evaluations and technical assistance. The thematic areas of Santa's work are Gender; Gender based violence, conflict, Human Rights, water and sanitation, civil society, youth disability, and inclusive education.

Santa Vusia has extensive experience working with civil society organisations, local governments and in consultative processes at the community level. She has good analytical, writing and team skills and has done commendable work for both local and International organisations. Santa Vusia has worked for 13 years as a core consultant of Nordic Consulting Group (NCG(U)Ltd. Countries she has worked in include Uganda, Rwanda, Tanzania (including Zanzibar) Zambia and South Sudan.

Ms Vusia was involved with social analysis of the water sector for a number of years, through a number of collaborations and assignments, beginning from the time of development of a gender policy for the sector in early 1990s as part of the collaboration between ministry of Women in development, culture and community development, then gender training of project officials on Rural Water and Sanitation in Eastern Uganda, to involvement in a long term framework contract between Side and A.S.K.A.B. for regular follow up of gender and social development aspects of the water and sanitation sector support.

Kirza Kristensen

Kirza Kristensen is a specialist in accountable governance including human rights and gender issues and brings experience from several years of working for a multilateral donor (the European Commission) where she has been working specifically on human rights and accountability issues. For a period Kirza was the gender focal point for the EU Delegation responsible for gender related NGO projects, liaison with gender and women's rights organisations and organising training in cooperation with the global EU help-desk on gender.

She has further worked as the chair of a joint development partner group on accountable governance in Tanzania, coordinating support programmes and studies in broader area of accountability including civil society initiatives, media and support to Parliament. This work further included liaison with local initiatives working on women's rights, media and participation.

Kirza has further worked on governance assessment and indicators, and on identification and formulation of various governance programmes in Tanzania. She has

extensive hands-on experience as a governance advisor to a multilateral donor and with National Human Rights Institutions working in the field of human rights.

She has strong analytical and writing skills and is fluent in written and spoken English.

7.6 Annex 5: List of Persons met / interacted with:

| Organisation/ Group | Name of person met | Designation |
|--|---|-------------------------------|
| MAFA³⁸ | Mubiru Abdu Kubooza | Executive Director |
| | Edith Tendo | Project Manager |
| | Agnes Mirembe | M & E / Women officer |
| | Bagandanswa George | Finance Officer / Accountant |
| | Angela Zawedde | Marketing officer |
| Kyosimba Onanya Women's group (1) | Betty Kasozi | Chair and host to the meeting |
| | Rose Kityo | Secretary |
| | Olivia Kalinzi | Information Secretary |
| | Anaciata Kafeero | Member |
| | Noelina Sseruma | Vice Chairperson |
| | Olivia Ssekubunga | Member |
| | Betty Natono | Member |
| Kyosimba Onanya group 2 | About 9 women were met but names were not taken | |
| Twefeko Group ; | Safina Nakamya | Member |
| | Mary Nakyanzi | Member |
| | Amina Kavuma | Treasurer/CAT member |
| | Mary Mwogezi | Chairperson/CAT member |
| | Florence Buga | Vice chairperson/CAT member |
| | Gertrude Nanyunga | Secretary |
| | Lillian Mwebaza | Member |
| | Alice Katono | Member |
| | Deborah Mirembe | Mobilizer |
| | Irene Nansubuga | Member |
| | Annet Namulindwa | Member |
| | Immaculate Kato | Member |
| Twekembe farmers group of 20 members | Aida Kabonge | Chairperson |
| | Nnalongo Ndiwalana | Vice chairperson |
| | Perus Margaret Kigundu | Secretary/CAT member |
| | Alice Kyeyune | Member |
| | Betty Sseruyange | Member |
| | Florence Mbuga | Member / CAT |
| | Rose Wamala | Member |

³⁸ MAFA also has the following as staff members, Wekhamya Peter, who is an agriculture office and Nagayi Doreen, an office assistant and assistant finance officer. The ET however did not meet with all the staff, including these two.

| | | |
|------------------------------------|---------------------------------|--|
| | Bena Majamba | Member |
| | Nnalongo Sarah Kaggwa | Member |
| | Harriet Ssendege | Member |
| MAFA individual interviews | John Mayanja Kawekwa | Husband to group member |
| | Maria Mayanja Kawekwa | Group member |
| | Betty Kasozi | Chairperson of group |
| | Noelina Sseruma | Vice Chairperson |
| | Mukyala with cow, tank, matooke | Home visit |
| Nsangi Sub county officials | Kigundu | Chairman Production |
| | Lawrence Ssembatya) | CDO (New) |
| | Mohammad- | Male volunteer |
| UMWA staff | Kalanzi Lawrence | Presenter |
| | Ssemtamu Margaret | Executive Director |
| | May Nakyejwe, | Board secretary EAGWEN |
| | Rebecca Birungi, | (with GWEN) |
| Beneficiaries' meeting UMWA | Hadija Nalubwama | Kanyanya |
| | Hadija Nabagala | Kikaaya |
| | Sheila Kyomugisha | Komamboga |
| | Janet Ruborwa | Mbuya Barracks |
| | Aisha Sanyulyamuseveni | Kawempe |
| | Maria Ssempagama | Kyengera |
| | Mama Efrance Kyama | Ndejje |
| | Habiba Namubiru | DP member |
| | Jennifer Asimwe | Busega |
| | Maxsencia Nakayako. K. | Justice & Peace Programme Kampala Diocese. |
| COWA staff | Adong Betty | Deputy principal and instructor |

| | | |
|-------------------------------------|---|-------------------------------|
| | Mirian Emecu | Catering Instructor |
| | Grace Kibukaire | Training – Tailoring |
| | Mukasa Florence | Catering Trainer |
| | Okello Francis Billy | Computer |
| | Francesca Romana Bilak | Principal |
| | Lady staff in charge of embroidery and former student | |
| | Staff in Charge of Screen Printing | |
| | Staff in charge of tailoring | |
| COWA Alumni | Nyangoma (2005 October) | Catering |
| | Ahumuza Christine (2007 – 2009) | Tailoring and design |
| | Winnier Nuwasira (2010 – 2011) | Tailoring and design |
| | Namboze Sara | Owner of a tailoring workshop |
| GADECE | Asenath Odaga | Director |
| | Clement Akango | Field Officer |
| | Joe Onyango | Accountant |
| GADECE individual interviews | Stella Athieno Muga | Paralegal? |
| | Michael Othieno | Paralegal |
| | | |
| FOKUS | Sissel Thorsdalen | Program Advisor |
| NWF | Anne Marit Houstad | Project Manager |

Annex 6: Profiles provided by the partners / Organisations:

1: MAFA profile

Maganjo Farmers Association (MAFA) is a women organization which was founded in 2001 and is both a community based organization under Reg no. 2270 and NGO with Reg no. S. 5914/8563. It was founded to help rural poor women and children in Uganda to form a common voice to address problems faced by rural poor women farmers, youth and children.

MAFA is a member of:

1. The East African Grass root Women Empowerment Network (EAGWEN)
2. National Association of Women Organizations in Uganda (NAWOU)
3. Participatory Ecological Land Use Management (PELUM)
4. It is in the process of becoming a member in Uganda Water and Sanitation NGO Network (UWASNET).

MAFA supports communities in Wakiso District and the war affected communities in both Luwero District –central Uganda who are experiencing poverty due to food and income insecurity, poor health, women violence and discrimination and environment. The rural poor communities are supported in the following major areas:

1. Food and nutrition security, 2.Income generating activities 3.Health improvement-Water, hygiene and sanitation in school 4.Micro agricultural revolving loans 5.Women advocacy on land rights and education and 6.Environmental conservation and protection.

To date, the organization works with 20,432 households with an average of 6 people per family, making a total of 122,592 people (98,073) women and 24,519 men) who are organized into small but strong hard working farmer groups between 10 – 25 members.

MAFA aim is “Poverty reduction among rural poor women farming communities and children and has now 10 years’ experience in working with such communities.

Main Goal: Sustainable improved livelihoods of the rural poor communities in Uganda

Specific goals/objectives:

- (i) To empower women and the communities through initiation of income generating projects among the rural poor families to alleviate poverty among the rural populace.
- (ii) To educate and train local communities in modern methods of sustainable agriculture for food security
- (iii) To sensitise and train women in child nutrition, family life education and community based care methods
- (iv) To sensitise the community on methods and skills of sustainable development through development education programmes focussed on human rights and HIVAIDs especially of women and children.
- (v) To promote health improvement among women and children

2: UMWA Profile:

Uganda Media Women’s Association, UMWA, was founded in 1983 by a group of female journalists as a membership association, to fight for the rights of women in the media, and was registered with the Registrar of Companies, the same year. In 1997 UMWA was transformed into a human rights advocacy and service delivery NGO, and legally registered with Uganda’s NGO Board under the NGO (1985) Statute with number: S.5914/1535. It is not profit making.

UMWA operates in Uganda nationally, but collaborates at the regional and sometimes at the intercontinental level to achieve in its areas of operation including human rights, gender equality, democratization, social and economic justice, as well as peace and reconciliation.

At the national level, UMWA has been very instrumental in coalitions working for gender equality and human rights for example the Equal Opportunity Commission, the Domestic Relations Bill, and Domestic Violence Law (2010), Coalitions working for press freedom, right of access to information, and that on civic awareness on liberties. It has also worked in coalitions against the Homosexual Bill (2009), Advocacy on the Prevention of HIV/AIDS Bill (2010), and the Female Genital Mutilation Act (2010). At the international scene, UMWA is active in coalitions for intercultural awareness exchange and appreciation as well as media and human rights activism. UMWA belongs to national and international networks with common values and missions.

Located 8 kilometres from the capital city, Kampala, UMWA vision is: *a nation of women, children and men making informed decisions for gender equality and social justice. The mission is to enhance women's status through awareness creation, capacity building, advocacy and networking for gender equality.* Its values and principles include justice, fairness, inclusiveness, transparency and accountability, among others. While our beliefs include: *provision of development information to rights holders is an important tool for sustainable development.* The objectives include promotion of gender equality and social justice, awareness creation about rights, freedoms, roles and civic duties and promotion of good governance through development civic education.

UMWA's primarily targets women and people in disadvantaged situations. UMWA is a leading media NGO with structures, office space, and with proven experience of awareness and advocacy campaigns. It had an leading and outstanding performance during the civic education awareness media campaigns in the run up to Uganda's three general elections of 1996, 2001 and 2006; and the Referendum 2000 to choose between a *No-Party and a Multiparty* system, as the lead agency for the media component.

UMWA's highest organ is its general assembly comprising of all paid up members which elect the 7 person governing board every four years. The Executive Director is an Ex-officio. The Board is UMWA's policy making and advisory body and through a participatory process with other stakeholders, determines UMWA's strategic direction every three years. The board is constituted by seven women representing different forms of media. The Executive Director of UMWA is appointed by the Board following due process. She is assisted by senior professional staff on the management committee. UMWA has clear rules and regulations that guide the recruitment, fundraising and program activities, which that emphasize a rights based approach.

3: COWA CVTS profile:

Companionship of Works Association (COWA) Centenary Vocational Training School (CVTS) runs a vocational training institute, which was set up to work with and train less advantaged young girls, their families and guardians. It is an organisation that provides training in design and tailoring, catering and recently is branching into other areas that can enable it raise some funds for its activities. COWA networks with various Civil Society Organisations and networks with activities oriented towards poverty alleviation and who tend to focus on marginalised groups in society.

It goes a step further from training to provide opportunities for practical training of its students at various industries, attaching them for industrial training where they sometimes end up getting employment; in Hotels, Construction companies, Carpentry workshops, Metal Workshops and Textile Industries.

4: GADECE profile:

The Gender and Development Centre (GADECE) represents grass-root women in Kenya. GADECE actively participates as a member of several civil society networks. Currently it is a member of such organizations as Kenya Women Political Caucus, Western Kenya NGOs Network, and National NGOs Bureau among others. GADECE at the time of its application to NWF for support under the programme had established 300 women groups and CBOs affiliates in Nyanza amongst other activities.