



**UNDEF Funded Project / UDF-13-547-UGA**  
**Strengthening Young Women's Civic Participation and  
Leadership in Uganda**

**EVALUATION REPORT**

**DATE: 10 May 2017**

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## Disclaimer

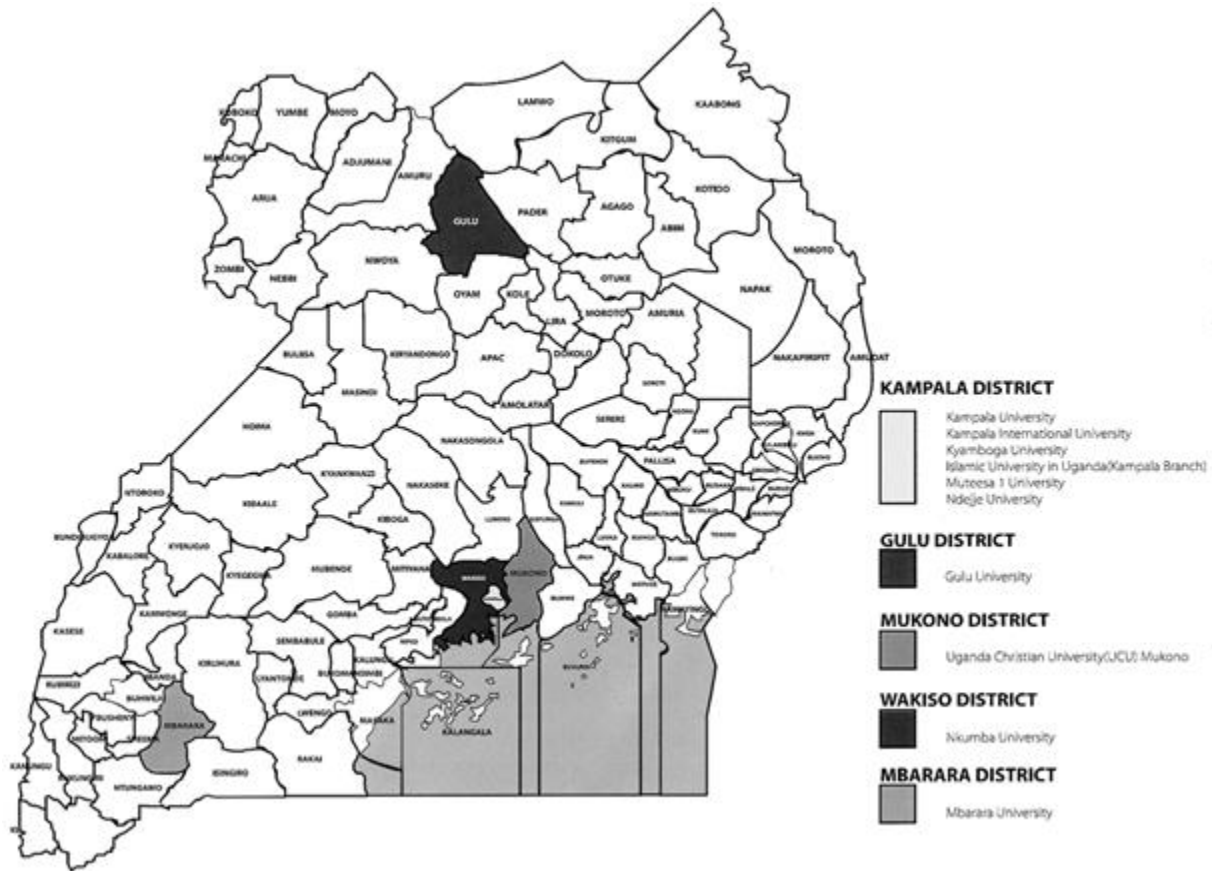
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## Project area

Five districts in Uganda: Kampala, Gulu, Mukono, Wakiso and Mbarar.



## Table of Contents

<b>I. EXECUTIVE SUMMARY</b>	<b>4</b>
Recommendations	6
<b>II. DEVELOPMENT CONTEXT</b>	<b>7</b>
Project Objectives	9
Project Approach and Strategy	9
Project Objectives	10
Evaluation Approach and Methodology	12
<b>III. EVALUATION FINDINGS</b>	<b>14</b>
(i) Relevance	14
(ii) Effectiveness	15
(iii) Efficiency	17
(iv) Impact	17
(v) Sustainability	20
(vi) UNDEF Added Value	20
<b>IV. CONCLUSIONS</b>	<b>21</b>
<b>V. ANNEXES</b>	<b>22</b>
Annex 1: Evaluation Questions	24
Annex 2: List of Documents Reviewed	27
Annex 3: List of Persons Interviewed	29
Annex 4: List of Acronyms	32
Annex 5: Summary of Implemented Project Activities and Outputs	33
Annex 6: Recommendations of the Evaluator Agreed by Grantee	34

## I. EXECUTIVE SUMMARY

This report provides findings of the post project evaluation of “*Strengthening Young Women’s Civic Participation and Leadership in Uganda*”. The original goal of the 19 month project implemented during the period of 01 April 2015 - 30 October 2016 was to strengthen the political leadership capacity of 1,500 young women from 10 public and private universities based in five districts in Uganda (Kampala, Gulu, Mukono, Wakiso and Mbarara). The project was revised, in agreement with UNDEF, after the Ugandan general election of March 2016 to include an additional component creating a platform to ensure leadership development of young women in Uganda. In order to achieve this overall objective the project focused on the following outcomes:

- Increased awareness and access to information about women’s political life, civic, voting, electoral and democratic processes among the target groups;
- Enhanced leadership capacities of 1500 young women to participate in the March 2016 general elections; and
- Creation of a network and support system for empowered women leaders acting as mentors and role models for other young women.

The Project was funded by UNDEF with a total budget of US\$ 225 000 (of which US\$ 12 500 was retained for evaluation). The evaluation was conducted during February- April 2017 including a one week field mission in Uganda. The evaluator conducted a desk study of project-related materials including the baseline survey and final monitoring report of the project. In addition, the evaluator conducted face-to-face interviews and administered surveys with a total of 177 people (147 women and 30 men). A validation workshop with the grantee and the project staff was held the 24th of March 2017 during the field mission. The evaluator presented the main evaluation findings and a set of recommendations that were approved by the grantee on the 27th of March 2017 (Annex 6).

The project was clearly **relevant**. Women’s political advancement is a national priority in Uganda. The country has made efforts to align with international, regional and national frameworks<sup>1</sup> and priorities<sup>2</sup>. These elements guided the project design. It is however important to underline that the actual implementation of these legal and policy frameworks remains an important challenge in Uganda due to persisting socio-cultural factors<sup>3</sup> such as the high illiteracy rate among youth and girls, lack of access to appropriate information related to political, human and civic rights, early marriage and sexual and gender based violence (SGBV)<sup>4</sup>. While the project was very relevant in regards to the situation of women’s political

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<sup>1</sup>Africa Human Development Report 2016

<sup>2</sup> Official document from the Minister of Gender, Labour and Social Development available here: [https://www.unicef.org/worldfitforchildren/files/Uganda\\_WFFC5\\_Report.pdf](https://www.unicef.org/worldfitforchildren/files/Uganda_WFFC5_Report.pdf)

<sup>3</sup> <http://www.ubos.org/onlinefiles/uploads/ubos/pdf%20documents/2002%20CensusGenderAnalyticalReport.pdf>

<sup>4</sup> <http://www.undp.org/content/undp/en/home/librarypage/hdr/2016-africa-human-development-report.html> (P. 42). Uganda occupies the 3rd ranking place of African countries facing SGBV

representation and participation in Uganda, the project could have addressed the significant risks to young women's political participation because of SGBV.

As far as project **effectiveness** the results were mixed. The evaluation identified elements that highlighted the effectiveness of the project in achieving its three expected outcomes. Four indicators out of six were successfully met by the project; one indicator out of six were partly met and one failed to be met, since only 19 out of the 50 young women targeted stood for election.

Regarding **efficiency**, the project had some weaknesses. The grantee, CEDA international, involved implementing partners - namely ten universities in three target areas - from the very beginning, in the design of the project objectives. This enabled good support during project implementation and a certain degree of ownership of the results among the universities. The project might have been more efficient at the implementation stage if a detailed memorandum of understanding among the partners had been formulated defining roles and responsibilities. The project did make good use of resources allocated to the main outputs and positive findings on the cost efficiency of the project were identified. However, the turnover of project staff and the lack of budget specifically allocated to project monitoring and evaluation had a negative impact on efficiency.

The evaluation found evidence that the project did have an **impact**. In particular, the project succeeded in advocating for women's needs and fostering women's political leadership particularly in the Kampala area. Although the project partnered with universities in rural areas most activities were implemented from Kampala. The existing gaps between young women's political leadership, participation and representation in urban and rural areas remain high in Uganda. Sixty three per cent of the project beneficiaries from the sample interviewed, expressed an urgent need to reach more young women in rural areas where the implementation of affirmative action is very limited. The project could have had a more significant impact if interventions had been stronger in rural areas.

The evaluation found that the project had elements of **sustainability** but there may be some challenges over the longer term. The project successfully established mentoring clubs in 10 public and private universities located in five districts in Uganda all of which are still functioning six months after the end of the project (Indicator 1.1). Indeed, 51 per cent of the project beneficiaries interviewed, indicated that they were still active as mentors supporting other young women. However, the project beneficiaries are still expecting and demanding financial assistance or support from CEDA International to participate in activities. These factors challenged the sustainability of the project results as financial resources are still expected by the project beneficiaries.

In regards to **UNDEF added value**, the project highlighted the work of UNDEF in regards to gender equality and democracy, women's empowerment and promotion of local good governance in sensitive political settings. Fifty eight per cent of the respondents interviewed

agreed that having UNDEF as an active partner and donor helped to build up trust and confidence in the project content and objectives. On the other hand, it is noted that the systematic use of the UNDEF brand by the grantee (for activities also beyond the project framework) generated high expectations among project beneficiaries and local partners.

### **Recommendations**

Based on the findings of the evaluation, the following outlines the key recommendations:

- **Create a gender responsive risk and needs assessment to design appropriate gender-responsive strategies and interventions.** The involvement of both men and women throughout this process will be key as male perceptions regarding the risks encountered by politically empowered women within their communities need to change. Active involvement of men and boys in the needs assessment conducted in 2015 by CEDA International would have helped in identifying from the very beginning, specific risks related to SGBV that challenged the project, and would have helped CEDA International address them and gain active support of young males from universities and communities in preventing SGBV and discrimination against young female leaders. In addition, a minimum of 3-5 per cent of the total budget should have been specifically allocated to address interventions aiming at preventing and addressing SGBV in electoral processes.
- **A memorandum of understanding among CEDA International and its partners should be clearly defined** before project implementation in order to ensure that various roles and responsibilities are clear. This would make coordination more effective and manage the financial expectations of partner organizations.
- **Sound monitoring and evaluation systems** should be developed and used throughout project implementation to capture results, manage unintended achievements and to better track progress regarding the project objectives. A minimum of 3-5 per cent of the total budget should have been specifically allocated to the project M&E.
- **Elaborate a stakeholder analysis to identify potential partnerships and available synergies in urban and rural areas to avoid duplication.** Local opportunities and synergies between rural and urban areas could have eliminated some of the project activity duplications observed by the evaluator. A stakeholder mapping and analysis conducted before the beginning of the project and updated during the project implementation would have helped to identify relevant stakeholders operating in the five districts. The systematic use of the findings from such an analysis would have helped identify synergies related to the advancement of women's political leadership, representation and participation and minimized the risk of duplication of interventions.
- **Communicate regularly with the project beneficiaries to ensure commitment and to manage expectations.** Six months after the end of the project, beneficiaries were still expecting financial support and guidance from the grantee. This could have been avoided if CEDA International had communicated clear boundaries and concrete limitations of the

project to the beneficiaries at the outset. In addition, systematic and active involvement of the project beneficiaries during various follow-up activities would have enhanced their ownership and ensured their long term commitment to the project activities and results.

- **Be clear about the use of the UNDEF brand before, during and after the project.** Twenty one per cent of interview respondents expressed frustration about the use of funds by CEDA International. There was an assumption by some of the participants that as the project was funded by a UN body that there should be plenty of funds. They therefore expected that the project would support them in addressing ongoing needs. It is recommended that the grantee develop an appropriate communication strategy regarding what the UNDEF brand means before, during and after the project and implement the agreed terms of MOU signed prior to project implementation. This will provide clear frameworks and help manage expectations.
- **Ensure that the findings agreed by the grantee during the validation workshop held the 24th of March 2017 in Kampala are effectively implemented.** As part of the evaluation process CEDA International identified specific recommendations that they would like to implement (Annex 6). It is recommended that UNDEF follow-up on this when funding new interventions.

## II. DEVELOPMENT CONTEXT



The representation and active participation of women in political life in Uganda is low. Uganda ratified the Convention on Elimination of all forms of Discrimination Against Women (CEDAW) in 1985, and the adopted the 1995 Beijing Plan of Action. Uganda is also a party to other United Nations goals and resolutions dealing with political participation of women. At the normative level, these frameworks have contributed to an increased awareness among policy makers – as well as women themselves – on the important role that women and girls can play in Ugandan politics and society. However actual implementation has been slow.

While policies and strategies exist, their effective implementation is challenged by persisting socio cultural factors like high illiteracy among youth and

girls<sup>5</sup>, lack of access to appropriate information related to political, human and civic rights, early marriage with 53 per cent of girls married before the age of 18, and sexual gender based violence. Indeed according to a 2016 UNDP report<sup>6</sup>, Uganda ranks third among African states for incidence of SGBV. In addition, the prevalence of young female headed households with high levels of poverty also creates barriers to political participation. There is also a prevalence of that women should play a traditional in Ugandan society.<sup>7</sup>

**Few Quotes providing an overview of the Ugandan socio political context during the project implementation (April 2015 - October 2016)**

*„We clearly expressed our concerns in regards to the reported and observed violences and security related issues before and during the general election of 2016 in Uganda“.*

**US Mission in Uganda, March 23, 2017**

*“UNDP supported the first held presidential debates in the country and provided political platforms for national dialogues in the country during the general election of 2016. We should now follow up on various commitments“* **UNDP in Uganda, March 23, 2017**

*“This is not the first time that the Uganda Police has targeted women in politics, to humiliate, embarrass, intimidate and violate their bodies (...) ordinary women are harassed and undressed on the streets“.* **Uganda Women's Network – UWONET (Police brutality and violence against women ahead of 2016 Uganda elections)**

*“We have seen more women mobilized before and during the general election of 2016 in Uganda compared to the 2011 one. We registered 16,3 millions voters out of them 8,6 millions were female voters.“* **Electoral Commission, Kampala, March 23, 2017**

*“On Election Day and the period immediately after, the state moved ahead to gag social media: the Uganda Communications Commission (UCC), the government’s media watchdog, cited security reasons to order internet providers to turn off Facebook and WhatsApp platforms“.***B. Balaba, Y. Kiranda & E. Kitamirike** (Journal of African Democracy and Development. Vol. 1, Issue 2, 2017, 187-201)

*“As woman’s parliamentarian, I faced during my campaign in 2015 and 2016 discriminations from local media who portrayed me in a very negative and unfair way. Some women were systematically humiliated and their private lives brought to the public. This generated on daily basis high pressure as people here believe what they hear without questioning it. Yes, the path for a woman in politic in this country is very difficult.“* **One interviewed woman’s parliamentarian newly elected, Kampala, March 24, 2017**

*“During the general election of 2016, we dealt with high pressure and many challenges as we were informed that some of our project beneficiaries were arrested by the security forces when trying to mobilize their peers and other women from their communities to vote. This negative experience traumatized some of our project beneficiaries who did not feel safe again“.* **CEDA International Representative, Kampala, March 22, 2017**

*“ The political context before and during the general election of 2016 was no safe! This kept many women and girls from actively participating.“* **UN Women in Uganda, March 22, 2017**

<sup>5</sup> Uganda Population and Housing Census, 2002, estimated that the illiteracy rate is 37.6 per cent for young women and 63 per cent for persons with disabilities

<sup>6</sup><http://www.undp.org/content/undp/en/home/librarypage/hdr/2016-africa-human-development-report.html> (P. 42).

<sup>7</sup>Ministry of Gender, Labour and Social Development 2007: *National Gender Policy*, Uganda



## **Project Approach and Strategy**

The project was implemented by CEDA International: a Ugandan based civil society organization founded in 2013 that has worked in the areas of education, leadership, mentoring and social entrepreneurship for women and youth. The organization has worked with vulnerable communities and has a strong commitment towards Gender Equality and Women's empowerment in the country. The organization plays a leading role in Uganda for local economic development.

CEDA International has also worked on women's economic empowerment projects that aimed to create business opportunities for single mothers and currently implements a mentorship programme in seven secondary schools and in refugee camps with 1050 young women in Uganda.

The UNDEF funded project "*Strengthening Young Women's Civic Participation and Leadership in Uganda*" was the first initiative of the grantee to explicitly address politics implemented by CEDA International.

The project was designed to address the very low participation and representation of young women in the 2011 general election in Uganda. Specifically the project used the findings of a needs assessment conducted in 2015. The baseline survey identified the low representation of women in the Ugandan political sphere with only 25 per cent of national representatives women, and 30 per cent in local government. The baseline survey that informed the project document established that this lack of representation<sup>8</sup> was a result of various constraints including weak implementation of the national gender policies and strategies and the difficulty women had of accessing appropriate information about political life as well as the prevailing socio-cultural beliefs and structural challenges in the country. According to the project document, many young women between 18-25 years lacked access to appropriate information related to the electoral process in the country and some were not well equipped to actively participate in elections and did not have appropriate skills. In addition, the findings from the baseline survey demonstrated that political networks for young women to strengthen their civil and political rights were lacking. For this reason, the project objective focused on enhancing the political representation and participation of 1,500 young women in the Ugandan general election of 2016.

Youth represents more than 70 per cent of the population in Uganda but they are not well represented in decision making processes. The project focus on young women (often excluded from public life) was therefore key to the project's strategy so as to enhance young women's existing skills and to ensure that the project beneficiaries could be within the timeframe allocated to the project, be equipped to better perform in politics. This approach helped the project to achieve major positive impacts observed within a short period of time.

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<sup>8</sup> Look at: [http://agi.ac.za/sites/agi.ac.za/files/fa\\_3\\_feature\\_article\\_1.pdf](http://agi.ac.za/sites/agi.ac.za/files/fa_3_feature_article_1.pdf)

## Project Objectives



The project was launched in April 2015 in five districts - Kampala, Gulu, Mukono, Wakiso and Mbarara). Ten private and public universities<sup>9</sup> were implementing partners and were involved in the design and implementation of the project. CEDA International worked closely with UN Women, US Mission, local governmental bodies and NGOs.

The main aim of the project was to strengthen the capacity of 1,500 young women from 10 public and private universities based in 5 districts in Uganda (Kampala, Gulu, Mukono, Wakiso and Mbarara) in political leadership, civic education to ensure their active political participation in the March 2016 general election in Uganda as voters, educators, supporters and candidates. The project's objective was revised and approved by UNDEF after the Ugandan general election of March 2016 with a further aim of creating a platform for dialogue that ensured leadership development of young women in Uganda. UNDEF funded the project with a total budget of US\$ 225 000 (of which US\$ 12 500 was retained for evaluation).

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<sup>9</sup> Kyambogo University, Kampala International University, Kampala University, Mutesa I Royal University, Nkumba University, Ndejje University, Uganda Christian University Mukono, Islamic University in Uganda, Mbarara University of Science & Technology and Gulu University

The project outcomes and activities are summarized in the table below:

<ul style="list-style-type: none"> <li>• One Training for 20 Certified Trainers conducted</li> <li>• 200 Peer Mentors and Civic Educators Training for club leaders, guild council representatives, lecturers and local officials</li> <li>• 100 Leadership Skills Development and Civic Education training for 1500 young women</li> <li>• One Inter-University Debates conducted</li> <li>• 11 Community Dialogue conducted</li> <li>• One National Dialogue conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced leadership capacities - 1,500 university young women inspired and equipped with leadership skills to actively and confidently participate in the March 2016 general elections.</li> </ul>	<ul style="list-style-type: none"> <li>• Young women register as voters and candidates in electoral positions in Uganda</li> </ul>	<ul style="list-style-type: none"> <li>• Increased active participation of (young) women in elections in Uganda</li> </ul>
<ul style="list-style-type: none"> <li>• 4 Exposure Visits for young women to the Uganda Parliament and one to the Rwanda Parliament</li> <li>• One Mentoring Walk</li> <li>• 20 Mentoring Nights for young university women</li> <li>• 25 Apprenticeships/mentorships with women politicians established</li> <li>• Leadership Mentoring Program for 50 elected women leaders</li> <li>• Training of 200 young women leaders</li> <li>• Documentation of success stories, key learnings and best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of networks and support systems - created network of empowered women leaders acting as mentors, role models and support for the young women</li> </ul>	<ul style="list-style-type: none"> <li>• Newly elected women's parliamentarians actively influence the implementation of laws and policies on women's political empowerment</li> </ul>	<ul style="list-style-type: none"> <li>• Increased influence of young women in politics</li> </ul>

In order to achieve the above mentioned outcomes, CEDA International implemented numerous interventions in partnership with 10 local public and private universities<sup>10</sup> and involved local authorities and policy makers. Various capacity building interventions were designed to enhance the political leadership skills of young women and female policy makers from the Ugandan parliament.

Further awareness-raising interventions promoted the participation of young women in political decision-making processes and strengthened their civic rights which contributed to increasing their participation in the 2016 general election in Uganda. The Ugandan Electoral Commission<sup>11</sup>, a government institution in charge of monitoring electoral process in Uganda stated that: “16.3 millions voters in the 2016 general election in Uganda out of whom 8.6 millions are female while 7.7 millions are male. In 2011, the data collected was very low in term of female participation”<sup>12</sup>.

### **Evaluation Approach and Methodology**

This post project evaluation was commissioned by UNDEF to analyze the project achievements and identify points of improvements, lessons learned, best practices and provide recommendations that will be considered in future project strategies. The evaluation assessed on the one hand, the extent to which the networks and support systems established and documented by CEDA International (the grantee) through media and online video documentaries were successful. On the other hand, the evaluation verified to what extent young women who were trained and became leaders are now mentoring their younger colleagues and if the universities (implementing partners) try to support their female students. Finally, the evaluation explored to what extent the grantee sustains the project results and continues activities established by the grant.<sup>13</sup>

The evaluation was conducted in line with the OECD Development Assistance Committee (DAC) criteria, the UNDEF Evaluation requirements and UNEG participatory approaches ensuring inclusion of all categories of stakeholders and ethical principles (*Informed consent, Sensitivity, Privacy and Confidentiality: Respect and empowerment, Fair representation*). The specific evaluation questions are available in annex 1.

This post project evaluation was conducted from March to April 2017 with a field visit in Uganda from 19 - 25 March 2017.

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<sup>10</sup>10 Universities: Kyambogo University, Kampala International University, Kampala University, Mutesa I Royal University, Nkumba University, Ndejje University, Uganda Christian University Mukono, Islamic University in Uganda, Mbarara University of Science & Technology and Gulu University

<sup>11</sup> More about Electro Commission here: <http://www.ec.or.ug>

<sup>12</sup> Quote from the interview held the 23 of March 2017 with a Deputy Chairperson of Electro Commission, Uganda

<sup>13</sup> See Agreements between UNDEF & the Evaluator and Operational Manual for UNDEF-Funded Project Eval. (2017)

A gender responsive evaluation methodology was used by the evaluator in line with UNDEF requirements and UNEG participatory approaches ensuring inclusion of all categories of stakeholders. The evaluator used a mixed research methods in data gathering and analysis (sequential implementation implying collecting both quantitative and qualitative data in phases), so that the formulated evaluation questions (annex 1) could be effectively answered. The evaluation adopted also an inclusive Human Rights- based Approach (HRBA) by examining processes and the results as well as an appropriate system-based methodology to understand the various linkages in the Results Chain - Strategies, Outcomes and Theory of Change (ToC) - as well as the assumptions behind the three outcomes of the project. The use of a combination of qualitative and quantitative data was key to the evaluation as this ensured that the limitations of one type of data was balanced by the strengths of another. The evaluator employed following mixed methodologies:

- desk review and analysis<sup>14</sup> of documents produced by the grantee;
- an online survey with 24 project beneficiaries randomly chosen;
- one complementary online survey with 2 universities which were not available during the field visit (one man and one woman),
- three group discussions with a total of 55 young women from Mukono and Kampala,
- hard copy questionnaire surveys with 74 direct and indirect project beneficiaries (54 direct female beneficiaries and 20 indirect young male beneficiaries) and
- in-depth interviews with 22 respondents (13 women and 9 men).

A total of 147 women and 30 men (177 respondents) were interviewed.

Finally, data was triangulated verifying or rejecting results from quantitative data using qualitative data and vice versa which helped to analyze the findings from the data collected and to ensure rigour, reliability and validity of the evaluation findings.

### **Constraints and limitations**

- The project was characterized by a weak M&E System and internal follow-up procedures. During the preparation phase, the evaluator received only the final monitoring report of the project although it was mentioned in the project document that *“CEDA International will also conduct a mid-term evaluation after one year of the project, and adjust the project based on the findings of this evaluation.”*
- CEDA International conducted a baseline survey with indirect project beneficiaries rather than with direct project beneficiaries. The grantee also did not conduct at the conclusion of the project an end-line survey. This created challenges for the evaluation.

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<sup>14</sup> See list of documents reviewed in annex 2

- There was also limited availability of some representatives of universities during and after the field visit of the evaluator in Uganda.
- In addition very limited ICT and Internet use by project beneficiaries, although access to internet was provided by the project, was a constraint.

### III. EVALUATION FINDINGS

#### (i) *Relevance*

The project was clearly **relevant**. Women’s political advancement is a national priority in Uganda. The country has made efforts to align with international, regional and national frameworks<sup>15</sup> and priorities<sup>16</sup>. The project was informed by a situation analysis and designed to build the capacities of 1,500 young women from 10 public and private universities located in five districts in Uganda (Kampala, Gulu, Mukono, Wakiso and Mbarara) in civic education and ensure their active political participation in the March 2016 general election in Uganda as voters, educators, supporters and candidates.

However, the prevalence of gender inequalities in Uganda, the existing traditional norms and stereotypes against young women as well as the high rate of SGBV are elements that hinder the effective implementation of the above mentioned policies and strategies.

According to the Uganda Population and Housing Census, 2002<sup>17</sup> and Africa Human development Report 2016<sup>18</sup>, early marriage and SGBV remain high and create barriers to young women’s political participation. The project failed to incorporate SGBV related challenges and risks in the design and overlooked this dimension throughout the project implementation. Project beneficiaries from the sample interviewed, mentioned that SGBV was an important issue the project failed to address particularly in regards to the violence and humiliation young women who are politically active faced before and during the general election of 2016 in Uganda.

Amongst 177 respondents from the interview sample:

- 26 per cent of the respondents mentioned cases from their communities where women were beaten by their husbands because of their political commitments. (46 persons)
- 21 per cent of the respondents referred to specific cases where women were killed or poisoned because of her political commitments. (37 persons)
- 19 per cent of the respondents indicated specific cases where women were humiliated in public or undressed by security forces. (34 persons)

<sup>15</sup>Africa Human Development Report 2016

<sup>16</sup> Look at the Official document from the Minister of Gender, Labour and Social Development available here: [https://www.unicef.org/worldfitforchildren/files/Uganda\\_WFFC5\\_Report.pdf](https://www.unicef.org/worldfitforchildren/files/Uganda_WFFC5_Report.pdf)

<sup>17</sup><http://www.ubos.org/onlinefiles/uploads/ubos/pdf%20documents/2002%20CensusGenderAnalyticalReport.pdf>

<sup>18</sup> <http://www.undp.org/content/undp/en/home/librarypage/hdr/2016-africa-human-development-report.html>

It is noted that the project staff interviewed indicated a number of project participants were arrested by the police when trying to mobilize more young women to vote. This demonstrates the risks and discriminations that faced young politically active women in a highly sensitive political context.

In addition, the project initially indicated that 40 per cent of the project beneficiaries should be women with disabilities in a context where a majority of persons with disabilities remain marginalized and excluded from political decision making processes. Only 4 per cent of the project beneficiaries were persons living with disabilities. Upon clarification, it was confirmed by the grantee that the higher number of 40 per cent was an error in the project document as socio-cultural constraints prevent women living with disabilities from attending schools and universities.



In spite of this, the project was **very relevant** in regards to the advancement of the existing local policies and frameworks related to women's political empowerment, representation and participation in Uganda.

#### *Effectiveness*

As far as project **effectiveness** the results were mixed. The project was effective in achieving three of its

outcomes namely: improved knowledge and awareness about women's political life (Outcome 1); enhanced leadership capacities (Outcome 2) and the creation of a network and support systems of empowered women leaders acting as mentors, role models and support for the young women (Outcome 3).

Based on the sample interviewed, 80 per cent the project beneficiaries indicated that various interventions aimed at strengthening their political leadership capacities were very useful. All implementing partners reported that CEDA International enhanced critical political thinking, leadership and communication skills of the project beneficiaries through successful mentoring sessions and Inter-University debates.

Under outcome one (Improved knowledge and awareness about women's political life), the indicator 1.1 was successfully met. The grantee set up 50 mentoring clubs during the project implementation that served as key political platforms for young women. However the indicator 1.2 related to the percentage of the project beneficiaries who registered and voted during the Ugandan general election of 2016 was only partially met. It was found in various reports and

documents available that 1275 women registered as voters rather than the 1,500 young women initially targeted.

In addition, 29 per cent of the project beneficiaries from the sample interviewed did not vote. Indeed, one out of three young women explained that they faced constraints and challenges during voting such as the distance between home and the voting place, or did not find their names in the voting lists although they were registered or were discouraged by their family members to vote because of the risks that prevailed before and during the general election. Several project beneficiaries also reported being intimidated by reports of violent incidents where female politicians were humiliated in public by security forces before the election or beaten by their husbands or partners for being politically active.

Under outcome 2 (Enhanced leadership capacities), 59 per cent of the project beneficiaries from the sample interviewed, reported as “very useful” the various interventions since the skills acquired supported their political leadership empowerment (indicator 2.1). The project initially targeted 200 young women to be trained as peer mentors and civic educators, and the grantee indeed trained a total of a total of 269 people including 100 mentoring club members, and 169 university guild members, support staff, and local council members. It was found later that 100 mentoring club leaders were trained further to have skills to run clubs effectively and sustainably and all trained women formed a Young Women Leaders Association. t The indicator 2.2 related to enhancing knowledge on civic education and leadership skills of 1350 young women was also successfully met.

Under outcome 3: networks and support systems of empowered women leaders acting as mentors, role models and support for the young women. The evaluation noted that 30 per cent of the project beneficiaries interviewed from the sample explicitly referred to mentorship-related interventions (Mentoring sessions, mentoring night and walks) as being “very useful” explaining that these practical interventions provided them with meaningful platforms to exchange on very sensitive issues like the role played or the challenges faced by Ugandan women in politics. The indicator 3.1 related to the reporting of 50 successful Case Studies (one per Club) was successfully met.

However the indicator 3.2 failed to achieve its target as only 19 young women out of the targeted 50 young women stood for elected positions. The failure to meet this target was a direct consequence of the various risks and socio cultural constraints young women faced before and during the general election of March 2016. In spite of the above identified gaps and challenges **the project was effective to some extent, in achieving its overall objectives specific objectives.**

*“I am a former project beneficiary of the joint CEDA and UNDEF project and became a role model for other young women in my community. I studied Public administration with the Kampala International University and attended various leadership skills development related activities organized by CEDA International. I was also mentored and had the chance to broaden my existing network. I needed this support to boost my political and leadership career. I am now appointed as Director of a local radio station based in my district and have been appointed recently also as Deputy Minister in Bunyor region. My family who was skeptical is now very proud of these achievements!”*

**Project beneficiary**



Regarding **efficiency**, the project had some weaknesses. CEDA International involved implementing partners from the very beginning of the project specifically ten universities in the target areas, in the design of the project objectives. This enabled good engagement during project implementation and ensured to a certain degree ownership of the results among the universities. The project might have been more efficient at the implementation stage if a detailed memorandum of understanding among the partners had been formulated defining roles and responsibilities. The project did make good use of resources allocated to the main outputs and positive findings on the cost efficiency of the project were identified. However, the turnover of the project staff, the lack of budget specifically allocated to the project monitoring and evaluation had a negative impact on efficiency. In regards to the lack of MOU between CEDA International and its partners, it was noted that various roles and responsibilities were not clearly defined before the beginning of the project. A letter of agreement on the project objectives was signed between the grantee and its partners but did not provide clear frameworks, roles and responsibilities.

In regards to the turnover of the project staff, the evaluator was informed that some project staff members hired at the early stage of the project were replaced by new staff members. The project coordinator and M&E consultant were recruited after the project had already started. The grantee explained that this staff turnover was a consequence of some delays in finalizing the project document and in the disbursement of UNDEF funds arguing that the initial project team composed of the M&E Expert and the Civic Consultant got other engagements and were replaced by new experts.

In regards to the financial management, no funds were specifically allocated to the project M&E and to the prevention of SGBV<sup>19</sup>. This issue is discussed in detail under **relevance**.

### ***Impact***

The evaluation found evidence that the project did have an **impact**. In particular, the project succeeded in advocating for women's needs and fostering women's political leadership particularly in the Kampala area. CEDA international involved from the very beginning implementing partners in the design of the project objectives and positively influenced their positions and perceptions in regards to women's political empowerment in Uganda. This enabled good support during the implementation of specific interventions: advocacy related activities such as Mentoring March or public debates; capacity building of mentoring clubs and institutional building as well as support of young women willing to run for any leadership positions, and ensured to a certain degree an ownership of the results.

The findings generated by the baseline survey and the project achievements were successfully highlighted at national level by CEDA International and evidence was strategically used to

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<sup>19</sup> See <http://www.undp.org/content/undp/en/home/librarypage/hdr/2016-africa-human-development-report.html>, P. 42

inform local decision makers towards the advancement of women's political representation and participation. In regards to the participation and representation of young women in the general election of 2016, the project initially targeted 50 young women (3 per cent of total club members 1 per Club) to run for elective positions in 2016 (indicator 3.2). Only 19 project beneficiaries contested for elective positions in the February 2016 Uganda elections and University Guild Leadership positions which included; National Parliament, Local government, National Youth Council, National Student Council and University Guild Councils. Nine of the young women were successfully elected.

The project impact would have been further strengthened if CEDA International was also able to use more local opportunities and synergies as well as intervening actively through advocacy in the communities in rural areas. Indeed, the main interventions took place in the universities located in only five districts and with a high percentage of interventions implemented in Kampala or at the national level.

The gap between women's political leadership, participation and representation in urban and rural areas or national and community levels remains wide in Uganda. Sixty-three per cent of respondents from the sample confirmed this and see an urgent need to reach out to more young women from non urban areas where the implementing affirmative actions remains very limited.

**Figure 2: SWOT analysis of the project**

Strengths	Weakness / Points of improvements	Opportunities / Chances	Threats /Risks
<ul style="list-style-type: none"> <li>• <b>Relevance</b> in regard to national , regional and international policies related to Gender equality and Women’s Empowerment (CEDAW, SDGs, National Action plan)</li> <li>• <b>Advocacy and Lobby</b> dimensions of the project involving law makers (parliamentarians) and local governmental institutions (Ministry of Gender, Electro Commission)</li> <li>• <b>Civic education and participation of (young) women</b> during the general election of 2016 contributed to increase the participation int the general election of 2016.</li> <li>• <b>High visibility</b> of the project at National level (Parliaments, Universities, Embassies etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lack of resources</b> allocated to project M&amp;E and prevention of SGBV</li> <li>• <b>Weaknesses of some project management</b> elements (Various samples used instead of one through the project, Endline survey not conducted at the end of the project, Lack of solid M&amp;E System designed to monitor project progress and follow up mainly focusing on quantitative data).</li> <li>• <b>Communication channels mainly based on new technologies</b> (65% of project beneficiaries do not have email accounts or actively use their emails; limited use of new technologies with exception of messaging services; costs related challenge to the effective use of Internet and social media etc.)</li> <li>• <b>Low visibility</b> of the project in rural areas.</li> <li>• <b>SGBV and Gender based discrimination</b> was not addressed by the project (Outcomes 1 and 3)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>New partnerships</b> built up by CEDA International</li> <li>• <b>Mentoring clubs and Networking built up by the project</b> provide successful platforms for young women</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sustainability</b> of the project is at risk (funds are still requested to ensure further commitment).</li> <li>• <b>Risk of Instrumentalising</b> young women for political purposes</li> <li>• <b>SGBV in electoral contexts is a major issue</b> in Uganda that failed to be addressed by the project.</li> <li>• <b>Risk of duplication</b> (Effort, Time, Resources, expertise/experience among players no shared;</li> <li>• <b>Prevailing socio cultural beliefs and stereotypes</b> are a high threat to the project achievements and results</li> <li>• <b>The Systematic use of UNDEF Brand</b> generated high expectations among project beneficiaries and partners leading to frustration</li> </ul>

### *Sustainability*

The evaluation found that the project had elements of **sustainability** but there may be some challenges over the longer term.

The project achieved sustainability in several outputs, especially in setting up successful mentoring clubs in 10 public and private universities located in five districts in Uganda that are still functioning six months after the project has ended. Over half of the project beneficiaries from the sample indicated that they are still active as mentors supporting other young women. The project contributed also to some extent, to the development of the technical capacities of the Uganda parliament where 56 women's parliamentarians were trained in political leadership and successfully mentored so that they could advocate in parliament as part of their regular work for women's political representation and participation in the country (output 3.5).

However, in order to fully achieve sustainability, appropriate strategies would have been necessary to sustain results. Project beneficiaries are still expecting and demanding financial assistance and support from CEDA International to participate in specific meetings or follow-up activities. The project beneficiaries were accustomed to receiving reimbursements of specific costs when participating in activities during the project implementation and after the project had ended. Transportation fees were fully reimbursed even if the project beneficiaries were located in the same area as the activity. Internet access was also paid to the project beneficiaries to ensure that they could perform online activities.

The communication between the project staff and the beneficiaries was also challenging as some phone numbers or email accounts provided by the project beneficiaries did not always work. During the implementation of some evaluation activities, the majority of young women were not accessible via the phone numbers they provided to the project staff and only a third of them used their email accounts. CEDA International could have addressed this issue during various follow-up meetings with the mentoring clubs and systematically verify if the project beneficiaries are actively using information materials disseminated online by the grantee. It is important to note that the project beneficiaries were supported by this project to become leaders responsible for the mentoring clubs and were further encouraged to actively use relevant platforms (also the online-based ones) using their new leadership and communication skills. In addition, the project disseminated various materials and information via social media. Based on the observations during the field visit and the findings, a low percentage of the project beneficiaries are accessing online information and materials. These factors challenged the sustainability of the positive project results as financial resources and support are still expected by the project beneficiaries to sustain them on long term.

### *UNDEF added value*

In regards to **UNDEF added value**, the project highlighted the work of UNDEF in regards to gender equality and democracy, women's empowerment and promotion of local good governance in sensitive political settings.

Over half the respondents from the sample agreed that having UNDEF as an active partner and donor of the project helped to build up trust and confidence in the project content and objectives. This positively enhanced the credibility of CEDA international in Uganda who built up new strategic partnerships with various international organizations, governmental institutions and local CSOs between April 2015 and October 2016.

On the other hand, it is noted that the systematic use of the UNDEF brand by the grantee generated high expectations among project beneficiaries and partners. It is therefore important in the future, to develop with the grantee an appropriate communication strategy on the use of the UNDEF branding so that financial expectations raised particularly among some local partners or project beneficiaries could be reduced or avoided.

## IV. CONCLUSIONS

The project was very relevant in addressing the significant gaps in knowledge among young women on electoral processes as well as in contributing locally to the implementation of the existing national frameworks and priorities promoting the advancement of women's political empowerment in Uganda. CEDA International was guided in its various interventions by the National Gender Policy developed in 1997 (reviewed in 2007) as well as by the Uganda's National Action Plan for Women (2007) and the National Development Plan (2010-2015). The implementation of these legal frameworks and policies at local level however is challenged by the persisting socio cultural factors like high illiteracy rate among youth and girls, lack of access to appropriate information about political participation, SGBV, early marriage and prevalent beliefs about the traditional roles of women in Ugandan society.<sup>20</sup>

Some project beneficiaries<sup>21</sup> were arrested by the police when mobilizing other young women to vote and others dealt with high resistance from their male community and family members. Furthermore, some young women mentioned that their fathers or brothers influenced their political commitment or orientated their choices. Those who resisted this pressure faced challenges or violences at family and community levels. Overlooking these issues or failing to design appropriate gender responsive strategies in a sensitive political context harmed some project beneficiaries. Finally, the lack of funds and resources allocated to the prevention of SGBV in a country where women and girls still experience violence on daily basis<sup>22</sup> challenged the project relevance.

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<sup>20</sup>Ministry of Gender, Labour and Social Development 2007: National Gender Policy

<sup>21</sup> The project staff interviewed indicated various numbers from 6-8 project beneficiaries arrested during the election.

<sup>22</sup>[http://www.peacewomen.org/assets/file/uganda\\_gnwp\\_monitoring.pdf](http://www.peacewomen.org/assets/file/uganda_gnwp_monitoring.pdf)

Although the evaluation identified good use of limited resources allocated to the main outputs and positive findings on the cost efficiency of the project, it was also found that the lack of MOU between CEDA International and its partners, the lack of funds and resources allocated to the project M&E, the turnover of the project staff and the inefficiency in dealing with unintended results are elements that hindered the positive results in efficiency.

The project was impactful due to the fact that CEDA International managed to influence positively local partners (universities and few CSOs), decision and policy makers in Uganda in regards to the advancement of women's political empowerment, representation and participation during the general election of 2016. However, 63 per cent of the project beneficiaries from the sample interviewed, expressed an urgent need to reach out for more young females from rural areas where the implementation of various affirmative actions related to women's political empowerment is very limited.

The project achieved sustainability regarding the mentoring clubs that are still functioning six months after the end of the project. In addition, the project contributed also to the development of the technical capacities of institutions including Uganda parliament were 56 women's parliamentarians (policy makers) had their capacities built in political leadership and were successfully mentored. They were able to use the acquired skills to positively influence gender strategies and are still advocating for the implementation of affirmative actions at the national level.

However, the project beneficiaries are still expecting financial support and guidance from the grantee even if the project had ended. This is putting the observed positive results at risk.

The grantee (CEDA international) acknowledged these findings during the validation workshop held the 24th of March 2017 in Kampala and selected among the set of recommendations suggested by the evaluator, specific ones that will be implemented (Annex 6).

Finally, the project made a significant contribution to the national and local efforts in advancing young women's political leadership in Uganda and in ensuring their active participation and representation in the general election of 2016 in Uganda.

The evaluation concludes that **the project made a significant contribution to the national and local efforts in advancing young women's political leadership in Uganda** and in ensuring active participation and representation of your women in the general election of 2016 in Uganda.

## V. ANNEXES

**Annex 1** – Evaluation Questions

**Annex 2** – List of documents reviewed / consulted

**Annex 3** – List of persons interviewed

**Annex 4** – Acronyms

**Annex 5** – Summary of Implemented Project Activities and Outputs

**Annex 6** – Recommendations of the evaluator agreed by the grantee one week after the validation workshop of 24.03.2017 was conducted

## Annex 1: Evaluation Questions

DAC Criterion	Evaluation Questions	Sub-questions
Relevance	<ul style="list-style-type: none"> <li>To what extent was the project designed and implemented according to international, regional and national policies related to Women's Empowerment, Civic and Human Rights?</li> <li>Did the activities undertaken by CEDA International and partners contributed (or not) to reducing the identified gaps and challenges related to (young) women's political participation in Uganda?</li> </ul>	<ul style="list-style-type: none"> <li>Are the intervention results contributing to the realization of national, regional and international Civil and Political Rights &amp; GE norms and agreements?</li> <li>Do the intervention results respond to the needs of all involved partners and beneficiaries as identified at the design stage ?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>To what extent the project's objectives and outcomes have been reached and have contributed to the achievement of the formulated Theory of Change (TOC)?</li> </ul>	<ul style="list-style-type: none"> <li>Do the intervention results contribute to changing the attitudes and behaviors towards political empowerment process of young women?</li> <li>Did the intervention contribute to the empowerment of rights holders to demand and duty bearers to fulfill Civil and political rights?</li> </ul>



<p>Efficiency</p>	<ul style="list-style-type: none"> <li>To what extent does the management structure of the intervention support efficiency for project implementation regards to output delivery, timeliness, project management and financial management?</li> </ul>	<ul style="list-style-type: none"> <li>Are there sufficient resources (financial, time and people) allocate to achieved intended results and integrate HR &amp; GE in the design, implementation monitoring and evaluation of the intervention?</li> <li>To what extent are HR, GE and prevention of SGBV dimensions addressed by the intervention and in the overall allocated budget?</li> <li>What are the costs of not addressing HR and prevention of SGBV adequately from the design stage?</li> </ul>
<p>Impact</p>	<ul style="list-style-type: none"> <li>Were there any unintended positive or negative results achieved during and after the project implementation?</li> </ul>	<ul style="list-style-type: none"> <li>Did the interventions and results achieved influence the involved stakeholders and their organizations in regards to promoting Gender Equality and Civil and Political Rights of young women in Uganda?</li> </ul>
<p>Sustainability</p>	<ul style="list-style-type: none"> <li>How the grantee sustains the project results and continues activities established by the grant?</li> <li>How young women continue to involve as political leaders and act as role models for other girls</li> <li>How the universities (implementing partners) try to support their female students in regards to political empowerment?</li> <li>Is there evidence that implementing partners and other national counterparts are committed to continue working towards the project's objectives beyond the end of the project? To what extent</li> </ul>	<ul style="list-style-type: none"> <li>To what extent involved universities have been capacited and equipped to further build on the project results towards political leadership of young women?</li> </ul>

UNDEF added value

- What are the best practices and points of improvements identified and reported as lessons learned throughout the evaluation?
- Was the UNDEF brand effectively used by the grantee? What were the benefits or risks?

## Annex 2: List of Documents Reviewed

Project documents reviewed and consulted		
Document type / Name	Year	Notes
UGA 547 PO Evaluation Note	2017	Terms of References of the evaluation
UNDEF operational manual	2017	UNDEF Evaluation procedures, requirements, and matrix
Baseline Survey Report	2015	Situation Analysis
Project Document Final	2015	Project content and objects are defined / agreed
UGA 547 Final narrative report	2016	Reporting of process and project achievements
UGA 547 Financial report	2016	Financial reporting
Final Monitoring and Evaluation report	2016	
Various reported success stories	2015 / 2016	Documented online and via brochures and reports

### Other Resources

Africa Human Development Report, 2016

Amnesty International, 28 November 2016: *“Uganda: Denounce unlawful killings and ensure accountability in aftermath of deadly clashes”*, Uganda

CEDAW Country report responses, 2010

Human Rights Watch, 2016: *“Keep the People Uninformed. Pre-election Threats to Free Expression and Association in Uganda”*, Uganda

Ministry of Gender Labour and Social Development, 2006: *“A World Fit For Children – National Progress Report”*, Uganda

Ministry of Gender, Labour and Social Development 2007: *National Gender Policy*, Uganda

Peace Women: *In-Country Civil Society Monitoring Reports*<sup>23</sup>

Uganda Bureau of Statistics, 2006: *“The 2002 Uganda Population and Housing Census, Population Size and Distribution”*, Uganda

UNDP Country Profile Uganda, 2011

UNDP Global Report on Gender Equality in Public Administration (GEPA), 2014

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<sup>23</sup>[http://www.peacewomen.org/assets/file/uganda\\_gnwp\\_monitoring.pdf](http://www.peacewomen.org/assets/file/uganda_gnwp_monitoring.pdf) (Year of publication not indicated)

### Annex 3: List of Persons Interviewed

19 March 2017	
Arrival, international consultant	
20 March 2017	
Coordination meeting, Mrs Rehmah Kasule; Shamim Nabbale; Phillip Kakande; Emmanuel Wabwire; Benedict Kyeyune	CEDA Project Staff
M. Phillip Kakande	Monitoring Evaluation and Learning Expert at CEDA International
M. Emmanuel Wabwire	Project Coordinator at CEDA International
M. Benedict Kyeyune	Finance Manager at CEDA International
Ms. Rehmah Kasule	Founder and President - CEDA International
1x Group discussion with 27 gender balanced University representatives and former Graduates (Look at list of participants enclosed)	Focal persons of the project within the following universities attended the group discussion: Kampala International University; Kyambogo University; Kampala University; Mutesa I Royal University; Ndejje University, Uganda Christian University; Islamic University in Uganda
21 March 2017	
Travel to Mukono	
Ms. Pamela Tumwebaze	Officer, Christian University of Mukono
1x Focus group discussion with 19 project beneficiaries from Mukono	Project beneficiaries from the Christian University of Mukono (List of participants enclosed)

Travel back to Kampala	
1 x Focus group discussions with 17 women's mentoring club leaders	Kampala International University (Look at participants list enclosed)
1 x Focus group discussions with 11 women's mentoring club leaders	Kampala International University (Look at participants list enclosed)
1 x Survey on site via questionnaire conducted with a total of 74 project beneficiaries (20 young men and 54 young women)	Participant list with names and respective universities enclosed
22 March 2017	
M. Christopher J. Brown	Spokesperson, US Embassy in Uganda
Ms. Darlene Foote	Democracy Officer, USAID in Uganda
Ms. Margaret MCelligott	Officer, US Department of State in Uganda
Ms. Olivia Kayonge	Officer, US Department of State in Uganda
Ms. Anna Mutavati	UN Women, Deputy Country Representative, Uganda
M. Richard Musinguzi	Programme Officer UNDP, Uganda
23 March 2017	
Ms. M Lubeca Basajjanaku	Deputy Chairperson of Electro Commission, Uganda
M. Bukenya Paul	Senior Election Officer of Electro Commission, Uganda
M. Joseph Munyangabo	Head of Int. Republika and CEPA (Parliament Watch Uganda)
M. Mondo Kyateeka	Youth Representative of Ministry of Gender, Uganda
Ms. Annet Mpabulungi - Wakabi	Team Leader Governance, UNDP Uganda
24 March 2017	
Ms. Akello Sylvia	Ugandan Parliamentarian

Ms. Awor Jackline	Ugandan Parliamentarian
Ms. Judith Babirye	Ugandan Parliamentarian
Ms. Abwooli Esparanza Baguma	Ugandan Parliamentarian
M.Umar Weswala	Journalist, Community Agenda Platform
Ms.Aggie Asimwe Konde	Managing Director, Africa Broadcasting Ltd

#### **Annex 4: List of Acronyms**

<b>CEDAW</b>	Committee on the Elimination of Discrimination against Women
<b>CSOs</b>	Civil Society Organisations
<b>DAC</b>	Development Assistance Committee
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>GBV</b>	Gender Based Violence
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDGs</b>	Millennium Development Goals
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>PWD</b>	Person with disabilities
<b>SDG</b>	Sustainable Development Goals
<b>SGBV</b>	Sexual and Gender based Violence
<b>TOC</b>	Theory of Change
<b>TOR</b>	Terms of References
<b>UNDEF</b>	United Nations Democracy Fund
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	United Nations Evaluation Group
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women



## **Annex 5: Summary of Implemented Project activities and Outputs**

### **Outcome 1: Improved Knowledge - Increased awareness and access to information about women's political life, civic, electoral and democratic processes.**

Output 1.1: Baseline survey conducted (Q1)

Output 1.2: Various Information, Communication and Promotional Materials produced and disseminated (Q1)

Output 1.3: 50 Civic & Mentoring Clubs created in 10 Universities (Q1-2)

Output 1.4: Awareness Raising Campaigns conducted (Launch Q2)

Output 1.5: 1275 young women registered as voters in Ugandan general election of 2016 (Q1-Q4)

### **Outcome 2: Enhanced Leadership Capacities: 1,500 university young women inspired and equipped with leadership skills to actively and confidently participate in the 2016 general elections**

Output 2.1: One Training for 20 Certified Trainers conducted (Q1 and Q2)

Output 2.2: 20 Peer Mentors and Civic Educators Training for club leaders, guild council representatives, lecturers and local officials (Q2)

Output 2.3: 100 Leadership Skills Development and Civic Education training for 1500 young women (Q2, Q3) (Milestone 2)

Output 2.4: One Inter-University Debates conducted (Q4)

Output 2.5: 11 Community Dialogue conducted (Q3-4)

Output 2.6: One National Dialogue conducted (Q6)

### **Outcome 3: Existence of Networks and Support Systems – Created pool and network of empowered women leaders acting as mentors and role models for the young women**

Output 3.1: 4 Exposure Visits for young women to the Uganda Parliament and one to the Rwanda Parliament (Q4)

Output 3.2: One Mentoring Walk (Q4)

Output 3.3: 20 Mentoring Nights for young university women (Q3 and Q5)

Output 3.4: 25 Apprenticeships/ mentorships with women politicians established (Q3-Q5)

Output 3.5: Leadership Mentoring Program for 50 elected women leaders: (Q4-Q6)

Output 3.6: Training of 100 young women leaders (Q6)

Output 3.7: Documentation of success stories, key learnings and best practice (Q6)

## **Annex 6: Recommendations of the evaluator agreed by the grantee one week after the validation workshop of 24.03.2017 was conducted**

The evaluation was very timely to support the organization to re-align and strengthen its programming for better impact. Below are some areas that stood out that will inform future direction of projects implementation not just for UNDEF but also other projects:

### **1. Partnerships**

CEDA International should strengthen its partnerships with civil society organizations, implementing universities, development agencies and the government departments relevant to its work. This will require among others, establishing and signing proper Memorandum of Understandings with clear guidelines, responsibilities and expectations.

### **2. Stakeholder Mapping**

CEDA International will undertake a Stakeholder Mapping before and during implementation of a project to clearly know the players in the same space. This will lead to learning, sharing and exploring of collaboration as well as leverage other organizations resources, and expertise and at the same time avoid duplication of resources.

### **3. Strengthening the MEL System**

The project should have a strong Monitoring, Evaluation and Learning system embedded in the project design with an appropriate budget to support it. There is also need for each project to have a baseline survey, mid-term evaluation and end- line evaluation on the same sample of project beneficiaries for consistence and to clearly trace results and impact.

### **4. Branding**

CEDA International will selectively use the Funder's logos on project materials to avoid over-expectation by project beneficiaries and partners when they see the Funder's logo.

### **5. Use of Internet-based surveys**

Since most project beneficiaries are not active users of the internet and because of the high costs associated with the internet, future evaluation should avoid use of on- line surveys, which may limit/delay information flow.

### **6. Continuous documentation**

The project team should integrate strong documentation process so that results beyond the project in captured as part of evidence of the project's impact. Such results should be shared with the Funder even after the project ends.