



## GEWEP Annual Status Report 2017 Country: Uganda



*Peny wii VSLA group Pader District in Puranga Sub County during their saving meeting*

**Name of programme:** Gender Equality and Women's Empowerment Program (GEWEP)

**Agreement period (from year to year):** 2014 – 2017

**Period covered by the report:** 3 YEARS

**Date of submission:** 31<sup>st</sup> March 2017

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## 1) Briefly describe progress on results (NORAD reporting requirement)

Please fill out the attached Excel workbook with the results framework (cells highlighted in the colour peach on the respective country office sheets). This will be attached to the report submitted to NORAD.

1. **Tab “Results framework”:** At this reporting we are required to submit results with regards to *all outputs* listed in our result frameworks. Baseline values, if not already submitted, are also required. We would like you to indicate if results are on track in relation to every output.

Uganda and Tanzania are also asked to submit results with regards to outcomes.

2. **Tab “Number of people reached”:** In this table you are asked to fill out the total number of unique people reached directly and indirectly (each person counted only once), numbers relating to people reached through VSLAs, number of people trained, and number of people reached through other activities. Please add lines to this table as needed and include descriptions on how people were reached.
3. **Tab “Cumulative reporting”:** The table includes indicators on the performance of VSLA, sustainability of VSLA, entrepreneurial activities, women’s participation, literacy support, men engaged, GBV as well as the capacity of partners.

- Please attach your latest VSLA MIS.

This report gives an overview of activities which were implemented by CARE Uganda and its local partners, Women and Rural Development Network (WORUDET) and Gulu Women’s Economic Development and Globalization (GWED-G) during the period (2014-March 2017).

## 2) Select and present one representative example of achieved results (outcome).

### Outcome 1 Increased success of women entrepreneurs.

During the armed conflict women and girls were victims of killings, rape, sexual assault, abduction, torture forced labour and sexual enslavement. As the conflict ended, many of them were further marginalized on return to their communities – living with stigma and resentment. Progress in reducing poverty has been much slower in Northern and Eastern Uganda, and thus, the concentration of poverty is higher in these two regions. The proportion of the total number of poor people who live in the Northern and Eastern regions increased between 2006 and 2013, from 68% to 84%. Additionally, households in Northern, Eastern, and Western regions of Uganda have much lower levels of human capital, fewer assets, and more limited access to services and infrastructure than households in the Central region (*World Bank, Uganda Poverty Assessment 2016 Fact Sheet*)

Increasingly women who engage in economic activities face numerous barriers. Pivotal is limited access to financial & productive assets. The 2014 end line evaluation of *Roco Kwo* project confirmed that only a quarter of women influenced utility of household assets. (*GEWEP 1 proposal document*)

To increase success of women entrepreneurs, at least 185 VSLA groups have been linked with financial institutions especially those with tailor made products for VSLA such as Bank of Africa, Post Bank Uganda Ltd & Barclays. For groups in areas without the 3 banks, groups have established

linkages with existing banks such as Stanbic bank, DFCU & SACCOs. The result of this linkage is increased access to bank credit by VSLA members as well as increase in income generated from Income Generating Activities (IGAs). **See table 1 (Indicator of Change from WORUDET).**

Additionally, 220 VSLA groups have been linked to private agriculture services and input dealers *to access services like farm tools and equipment as well as market for their products. The agro input dealers include Coca Cola, West Acholi Cooperative Union, Kawanda Research Centre, Ngeta Farm Institute, Uganda Young investors in agri-business initiative, Equator Seeds Company, Mukusu motors-dealers in Agricultural Machineries and Uganda Women Entrepreneurship Association (UWEAL) for future network for sales of their products.* As a result VSLA groups have increased production by use of modern farming methods such as; quality seeds, fertilizers, tractors and ox ploughs for opening up gardens.

A total of 32 VSLA groups were linked to access seeds (cassava, rice, banana and orange) from the NAADs and operational wealth creation. Other impact members benefited from similar services provided by other NGOs including Mercy Corp, RULNAC, LWF and Tree Talk have been beneficial to the impact members through advisory services, provision of seeds, farm tools and equipment as well as capacity building to change agents. These linkages has enhanced farmers with knowledge and skills to do farming on large scale, exposed the impact to modern farming methods, addressed issues of food security within the families, strengthen business between farmers the private sectors for sale / purchase of goods and services, reduces domestic violence and the fruit farming contributed to the mitigation of the negative impact of climate change.

**3) To what extent do the results correlate to the costs and how do you explain any discrepancy?**

*For example you reached the target but only spend 60% of the budget, why? (NORAD reporting requirement, no more than 300 words)*

As per January 2017 financial report, the project burn rate was at 75%, however, out of 28 result areas (outcomes and outputs), we achieved 27 (96%) result areas. The only result area we did not achieve was on score cards where Care was dependant on another organisation (ACODE) for data yet they ran out of funding. Delay to kick start implementation as originally planned meant that CARE and IPOs had to review their activities and work plans in order to suit the remaining period left for implementation. These reviews contributed to realistic resource transfer and re-allocation. For instance, the project successfully worked with 625 VSLA groups and over 259 Role Model Men surpassing the targeted 600 VSLA and 220 RMM respectively. These 2 groups (VSLA and RMM) are strong hold and have remained active even without funds. Luckily, some RMM are members of VSLA and therefore they extend their services to the VSLA during the time when they are holding their meeting. Some of the dialogues are held with VSLA hence this becomes cost effective. It was also a positive move towards strengthening and facilitating linkages of women solidarity, producer, savings and marketing groups to key private sector players such as micro-finance institutions, produce marketing companies and input supply enterprises.

**4) To what extent were the activities carried out as planned? (NORAD reporting requirement, no more than 400 words) Please explain reasons for any deviations, how deviations have been addressed, and any changes to future implementation.**

In spite of the delays in signing sub agreements due to late signing of the final IPIA for GEWEP II, CARE & partners were able to accomplish 22 activities out of 23 planned which is 96% achievement.

The project targeted 600 VSLA groups but it was able to successfully work with 625 surpassing the number by 25. (299, WORUDET: 325, GWED-G) giving a total number of people reached directly to be 17,682 (76% female and 24% male). Additionally, all 625 groups have successfully completed more than 4 cycles without disintegrating. This is an indicator of sustainability and the success is attributed to the different refresher trainings and linkages created with both financial and private sector companies/institutions.



VSLA groups carrying out farming for commercial purposes have improved relationship and linkages with private sector companies who have over time increased in number. **See table 1 below**

GEWEP I & II contributed to the formulation and passing out of 5 district Policies local ordinances and their subsequent implementation; including (SGBV ordinance, Alcohol ordinance, Education by- law, Hygiene and Sanitation ordinance, Livelihood and food security ordinance. The most recent one being the Gulu District Alcohol Ordinance which was launched in November 2016 which is currently under implementation. This ordinance regulates the

sale, consumption and production of sachet waragi in the district. Latest reports from the various sub counties in Gulu District have been positive (reporting reduction in alcohol consumption and GBV in homes and the communities). Other neighboring Districts such as Omoro, Nwoya, Amuru, Pader, Kitgum and many more have expressed interest to get support from Gulu District to also formulate and pass the alcohol ordinance in a bid to fight GBV. If these other districts successfully formulate their alcohol ordinance, all credits shall be given to the contributions from GEWEP in the fight against GBV in Northern Uganda.

Since 2014, GEWEP worked with over 220 Role Model Men (RMM) as Change Agents for challenging and transforming socio-cultural norms which then contributed to socio-economic empowerment of women. Their tireless and dedicated services have resulted in increased knowledge and positive attitudes among men with respect to gender norms and women's empowerment.

##### **5) How does the country office work to create and strengthen women's economic empowerment?**

CARE defines women's empowerment as the sum total of changes needed for a woman to realize her full human rights – the interplay of changes in three domains: **agency** (her own aspirations and capabilities), **structure** (the environment that surrounds and conditions her choices) and **relations** (the power relations through which she negotiates her path). Care International in Uganda's women economic empowerment therefore targets improvement of livelihoods (increased production and positioning oneself on value chain, VSLA , capacity building in selective planning and management (SPM) of IGAs) – Agency. We work on linkages with the markets and financial services (structure) and

power relations mainly through advocacy in access and control of productive assets such as land, power relations through engaging men and boys

CARE employs the women Empowerment Agency approach. This is done by building the agency (Individual) of women and girls as individuals and as collectives to work with the women's capabilities, aspirations, skills, and knowledge. Women are viewed as agents of their own development. We use the same approach to balance relations, the ability of civil society to mobilize for gender equality. Women connect to other actors and build relationships through joint efforts, networks and coalitions. We also focus on structural Change and challenge structures through the transformation of social, cultural, religious and political institutions toward gender equality. We continue to challenge underlying structural and cultural institutional barriers to women participation in decision making, and greater access, control and ownership of productive resources.

Gender equality requires equal opportunities. In Uganda, men traditionally control productive assets, political power, religious and cultural leadership, all of which are critical spheres of influence for improving the rights realization of women and girls. CARE worked to create a more supportive enabling environment, in which women and men have more equal capacities and women can freely express themselves and participate in decision making processes from household to local and national levels. Engaging men as a social change agents has proven a very effective strategy in eliminating structural barriers women and girls face. In recognition that not all men are opposed to gender equality, CARE has engaged RMM from all levels of society: cultural and religious leaders, community level political and administrative leaders, civil servants (including teachers), local government employees, police, health workers, individual men, men in associations or groups, male staff within CARE and implementing partner organisations etc. The RMM are engaged as front figures and peer educators in addressing issues that impede the fulfilment of women's economic, social, political and reproductive health rights at household and community level. They promote a better understanding of the social and economic importance of gender equality and model a more positive, free of violence Ugandan Male Identity.



*Role Model Men engaged in domestic and farm work that were initially done by women only. This is a move towards gender equality of sharing household chores, roles and responsibilities.*

**6) What is: (i) the key challenges and (ii) the key opportunities in your country to create and strengthen women's economic empowerment? (Feel free to write a list, no more than 150 words.)**

**(i) the key challenges**

- Cultural rigidity still considered a challenge especially in the areas of women control and ownership over productive resources such as land. Some men on the other hand deny their wives from participation in politics/leadership with myths that they will become big headed and get another man, make the children suffer at home and weaken family relationship.
- High illiteracy level among women makes it difficult for them to apply interventions knowledge, skills and some technology to boost economic activities. They therefore still require skilled but hired labour which in most cases are the men.
- Access to market/market information is still limited. This at times is attributed to the quality of produce brought as a result of no value addition.
- Climate Change presented in form of prolonged dry spell has been experienced as the biggest risk to women's agricultural activities which is the backbone of the Populace. This negative change in climate affects harvest (quantity and quality) and more over affects loan servicing for VSLA members who have borrowed money from either VSLA or banks.

**(ii) the key opportunities in your country to create and strengthen women's economic empowerment**

- ✓ The presence of favourable policies and laws such as; the national Gender Policy, national land policy, Land Act 1998, Domestic Violence Act, environmental policy, the constitution and other national and international legal framework on gender equality. This also includes the already established structure to support the operationalization and enforcement of these laws and policies within the context of operation.
- ✓ The availability of Community Based Organisations/IPOs with stronghold in the communities but whose capacities we have built/strengthened as CARE. There are also other Private Sectors, CSOs and NGOs who play key roles in women's economic empowerment. These include; Techno serve, RULNAC, Mercy Corp, LWF and CESVI. Some have in the past even engaged the VSLA groups in some of their programmes.
- ✓ Availability of Community Resource Persons such as former Community Based Facilitators who can still extend the required knowledge on call/demand.
- ✓ Upcoming but promising Government Programme such as Uganda Women Entrepreneurship Programme (UWEP) under Ministry of Gender, Labour and Social Development.
- ✓ On-going Government projects such as Project for Financial Inclusion in Rural Areas (PROFIRA) which is also being implemented by CARE directly under Ministry of Finance, Planning and Economic Development targeting at least 62500 vulnerable households in 22 Districts. Operation Wealth Creation
- ✓ The availability of platform and coalitions within the region for learning and sharing has been attributable for the change cause in GEWEP. WORUDET is a member of Northern Uganda Land Platform (NULP) and Northern Uganda Human Rights Partnership (NUHRP).
- ✓ Good political will in all the districts and sub counties of operation. Most leaders are actively involved in programmes that promote women's economic empowerment. Even this year's theme for International Women's Day Celebration was making emphasis on women's empowerment **"women empowerment in the changing world of work" #BeBoldForChange.**

**7) What is the progress on strengthening civil society through the GEWEP?** Civil society is a key area of interest for NORAD. Please report under sub-questions a), b), c), d) and e) about what the GEWEP has implemented or contributed to in 2016. Please include as much as possible in your responses elements of analysis of the results, observations and lessons learnt. Please refer to

[CARE Norway's Strategy for Strengthening Civil society](#) for more details and definitions (section 3.2.4 and annex 2) or take contact with [sebastien.fornerod@care.no](mailto:sebastien.fornerod@care.no) for any question. Please also consider what you reported for 2015 in the following table as reference to ensure continuity:

- a) **Which activities were implemented through an operational cooperation between CARE and civil society partner(s) and what were the results (if available), or which results from previous years' cooperation became apparent during 2016?** (Advocacy is usually the first type of activity where CARE is operational with partners, but capacity building of authorities, representation of stakeholders in decision making processes, etc. can also fall in that category. Please use no more than 200 words)

**Participation in the national and international events;** CARE and IPOs participated in all the commemoration of 16 days of activism since 2014 in partnership with several CSOs. Among them were Uganda Women Network, and Coalition on UNSCR 1325, CARITAS Gulu Arch diocese. These coalitions bring together a number of women organizations, CBOs, GBV working group at district level and national level. Development. The Government launched the campaign and made commitment to end GBV. This created space for CSOs and government institutions to share resident GBV prevention and response interventions planned to curb GBV.

**Development of WORUDET Advocacy Strategy;** WORUDET also developed advocacy strategy in partnership with CARE and other stakeholders at the district and sub county levels. The advocacy agenda was developed in consultation with VSLA group members, impact community, cultural and religious leaders, men, elders, political leaders and government technical staff.

**WANG OO meeting with households and families;** in 2014, WORUDET together with CARE implement Wang OO program with CARE in Namokora, Lira Palwo and Pajule sub counties. During this activity, elders and cultural leaders reflect on the good cultural practices which were lost such as educating children at fire place, building intelligent of children with riddles, proverbs etc.; the idea was to identify best practices that should be replicated to promote education of children with integration of gender equality aspects.

- b) **What are the progresses made in terms of capacity building of GEWEP partners? Are you on track in addressing all gaps identified in the partners assessments and in implementing partner capacity building plans? What are the key observations and lessons learnt regarding capacity building of partners at that point?** (no more than 200 words)

During the entire period that CARE worked in partnership with the IPOs, the following processes took place:

1. Organisational Capacity Assessment for GWED-G and WORUDET 2014
2. Due Dilligence Assessment conducted in 2014 and 2016 after audit
3. Development of Capacity Improvement Plan to combat/reduce risks identified.
4. Sub Grants Award
5. External Audit

After all the above, the following were conducted:

1. Training of staff (Finance and Programme ) on CARE Sub grants Policy and Financial Management Training by Finance Director and Sub Grants Manager.
2. Review meetings for CARE and IPOs
3. In-house training for Finance Team by CARE's Sub grants Coordinator.
4. CARE supported the review of GWED-G's Strategic Plan and Theory of Change.
5. CARE also supported the training and set up of Accounting System-Quick Book for both GWED-G and WORUDET.

### Observations regarding Partner Capacity Building

1. IPOs want to entirely depend on CARE for their capacity building despite having other donors funding other initiatives.
2. IPOs do not dedicate efforts and time to implement their Capacity Improvement Plan/Actions. This is we observe whenever we go for review of the plans.

### Lessons Learnt

1. CARE realised that it is important to involve all the other donors when addressing Institutional Capacity Issues.
2. Board and Management of these IPOs do not own their Institutional policy documents.
3. Founder Syndromne still exist and affect the development of the IPOs. They mostly rely on the Founders for existance and operation.

***c) Which aspects of the relations (i) between different civil society actors, (ii) between civil society and power-holders (mainly authorities and private sector) and (iii) between civil society and right-holders did the GEWEP contribute to strengthen and how? What are the results and what are your observations, analysis and/or lessons learnt about strengthening relations so far? (no more than 200 words)***

Category of stakeholders	Types/ aspects of relations
Between different civil society actors	Learning and sharing experiences, research, advocacy, complementing work of each other's
Between civil society and power-holders (mainly authorities and private sector)	Lobbying and advocacy, Linking rights holders to the private sectors to access other livelihood opportunities, referral to relevant authorities, lobbying for change or amendment in laws and policies,
Between civil society and right-holders	Provision of service delivery, information sharing, planning and implementation, participatory monitoring and evaluation of program

During this journey of engagement with CSOs, the following are the results to celebrate;

- ✓ The project built capacity of 35 civil society organization with different skills such as UN 1325 resolution, Domestic violent Act and Gender Budgeting. As a result, these have been able to

influence ordinances and demand for services from duty bearers such as health, road constructions among many efforts

- ✓ Together with other Civil societies, the project engaged in a number on advocacy activities such as the creation and establishment of SGBV shelter in Gulu district, the passing out and implementation of Gulu district alcoholic control ordinance , The Project strengthened collaboration with the local government, district & sub-county technical and civic leaders.
- ✓ Collaboration and linkage with different stakeholders has increased ownership and sustainability of the program, a number of them were taken through the project right from the inception to the closure, they supported the process and were part of it, Linking VSLA groups to government programs and to other CSOs programs was a step towards sustainability of the project.

**d) How does the GEWEP contribute directly (e.g. through advocacy about space for civil society) or indirectly (e.g. by building the legitimacy of partners) to improving/protecting an enabling space for civil society? Is there any result to report from GEWEP's efforts? What are your observations, analysis and/or lessons learnt about working with the environment for civil society? Remember that the space for civil society include the legal framework, political space, as well as funding space determined by donors. (no more than 200 words)**

- ✓ GEWEP has registered increased number of women in leadership amongst the impact groups. Out of 350 women trained on leadership skills, public speaking and knowledge on political participation, 125 won the 2016 election for positions at both sub county and District level.
- ✓ **Participation in the national and international events;** CARE and IPOs participated in all the commemoration of 16 days of activism, International Women's Day, Human Rights Day in partnership with several CSOs. The Government launched GBV campaign and made commitment to end this vice. This created space for CSOs and government institutions to share GBV prevention and response interventions. As a result Uganda police – Child and family Protection Unit. Ministry of Gender Labour Social development under the Women Council also expressed interest to work with CARE on the national campaign “Walking in Her Shoes for while”. Meant to transform gender norms and end GBV.
- ✓ **Development of WORUDET Advocacy Strategy;** WORUDET also developed advocacy strategy in partnership with CARE and other stakeholders at the district and sub county levels. The advocacy agenda was developed in consultation with VSLA group members, impact community, cultural and religious leaders, men, elders, political leaders and government technical staff.
- ✓ **Development and dissemination of women Manifesto 2015/2020**  
CARE facilitated the development of manifesto and collaborated with Uganda Women Net Work (UWONET), GWED-G, WORUDET. Centre for Women In governance (CEWIGO) and National NGO Forum. As a result, politicians committed to respect the Women Manifesto, women solidarity movements. In coalition with Centre for Women in Governance (CEWIGO) and Uganda Women Network (UWONET), identified and trained female aspiring candidates in over 22 districts of Uganda in skills to managing campaigns, how to table the women agenda and public speaking.

- e) **What is the GEWEP's added value towards civil society partners (apart from the financial support and capacity building mentioned above)?** It would be ideal that in your response you refer to feedbacks received from civil society partners. (no more than 200 words)

Some of the added values include; increased level of coordination amongst the CSOs, creating synergy amongst CSOs, increased level of participation in the different working groups such as those on GBV, Alcohol ordinance which are all relevant to CARE's work in Northern Uganda. Additionally, it has become very easy for the CSOs to voice issues that affect their work since they have created a platform where they engage various stakeholders for a common agenda. Working in collaboration with other CSOs has enabled CARE to avoid duplication of services in areas where implementations are done.

- 8) **How are you working to transform masculinities through the GEWEP?** (If applicable, please describe progress in no more than 300 words. CN will use this information to further demonstrate the value added of Country Offices.)

- a) **Approach.** Which men did you work with? Which method did you use to engage men? Which themes did you focus on? Has there been a change in the way you are working? If so, please elaborate.

To transform masculinity the project adopted a Men Engage Initiative (MEI) approach to promote development of gender equitable relations between women and men at household and community level.

**Men as agents of change;** Men as agents of change approach works on the fact that not all men are perpetrators of violence. Some men support gender equality and women empowerment and will do their best to see it work and for women to feel safe. In this case men are engaged to spread the word on the benefits of having a society where gender equitable relations are upheld. Such men are examples and good advocates of gender equality.

**Men as equal partners;** in a society like northern Uganda, culture and tradition are deeply rooted in patriarchy. Men in one way or the other influence the life of women. Women do not stand as completely independent but live in partnership with men. In such a society until a woman is married, she lives under the care of the father and once she is married, she lives with the husband, thus in one way or the other, men have a great impact in the lives of women. With the project's approach, at the household level, both men and women were brought on board to talk about issues related to gender equality and women empowerment and to see reasons why it is important to support the concept of women empowerment and promote the rights of women.

**Men as clients:** this acknowledged that some men are victims of violence. Some of these men needed assistance in dealing with psychological effects of being victims. This strategy employed these men as counselors to tell their story and experience of being victims of violence and hence the need to prevent it at all costs.

**b) Religious leaders and/or politicians.** *Has your CO worked specifically on engaging male religious leaders or politicians for transforming masculinities? If so, please elaborate on which themes you have worked with them and which methods you have used.*

Care supported GWED-G, to form a coalition of 50 men at the district level who are working to promote men's involvement in reducing sexual and gender based violence at community and grassroots levels. This is a loose coalition of informal network of men who have graduated to RMM. These men network spearheaded activities and voice for men and boys in the district and are involved in advocacy works including working with media, religious cultural groups, and political leaders. The men conducted 1 sensitization campaign in the district in a theme; 'A Gentle man rises up against women's right abuse, lets protect our women and girls from all forms of violence and discrimination'

**c) Challenge.** *What is the biggest challenge with engaging men for transforming masculinities?*

- The Patriarchal society in Uganda, where only Men dominate power and decision making, hinders work of role model men, some communities are still rooted in the negative cultural practices that jeopardises women's empowerment. This has led to harmful gender stereotype that limits women's and men's capacity to develop their personal abilities, pursue their professional careers and make choices about their lives and life plans.
- Very few men have been selected as Role Model Men. Their capacity are limited beyond the assigned 10 households yet their services are required even beyond their communities.
- Men are part of the structures and relations who are perpetrators of gender inequality therefore the Society does not over trust or believe them.
- Some of the men who are the Change Agents were previously promoting masculinities in their household. They were also violent. This makes it very difficult to influence others to change.

**9) What is the progress on strengthening women's voice and participation both at individual (i.e. women elected) and collective (i.e. VSLA networks, female entrepreneurs associations, women activists' platforms, etc.) levels through the GEWEP? (NORAD reporting requirement) (If applicable, please describe progress in no more than 300 words. CN will use this information to further demonstrate the value added of Country Offices. Describe what you have achieved at various levels: political, community etc.)**

The project has strengthened women's voices and participation in leadership. Women can ably articulate issues affecting them and also demand for their rights and proper service deliveries in their communities. CARE and IPOs also supported the development of the women's manifesto. The Women's Manifesto was developed through a participatory process led by the Women's Democracy Group Between November and December 2014, the Women's Democracy Group conducted consultations in 50 districts with women councilors, civil society organizations (CSOs), political party officials, district technocrats, academicians, development partners, key opinion leaders from religious institutions, traditional institutions, private business practitioners, community mobilizers and the elderly, teachers, nurses, the women caucuses, women's leagues of six major political parties in Uganda senior women teachers, media, youth groups and organized women groups to

reflect on issues that continue to affect women's rights and the advancement of gender equality. The consultations provided a platform to collect views and demands of women to inform the manifesto. In 2015, Amuru Amuru district local government with support from CARE launched the Amuru Comman Woman Manifesto during the 16 Days of Activism.

GEWEP also facilitated trainings on women leadership and public speaking. 48 out of the 50 women trained on public speaking by WORUDET passed the political party election and got nominated to contest in the final election that took place in 2016. 14 later made it to the sub county council in the different Districts, 5 were elected as the District Councilors and 13 are still waiting for the general election of the Local Councilor 1 Chairperson position.

Also in 2016, WORUDET conducted a Stakeholders meeting that attracted many stakeholders including female Members of Parliament. Amongst the commitment they made was the willingness to mentor young women leaders.

GWED-G reported that 87 VSLA women out of 300 trained in leadership contested and passed the 2016 general election at both lower and higher level councils, this has increased women's participation in leadership and decision making. This has also attracted men, cultural and religious institutions involvement in supporting women in leadership, the men are now working together with women to achieve the women's agenda/manifesto 2016-2021.



**Women Members of Paliament and other women leaders during a stakeholders meeting on women in leadership in 2016**

**10) What is the key achievement with regards to political influence/advocacy? (If not already described above, no more than 250 words. In your description, please mention how you worked with partners to achieve this result. Aligned with the CI global program strategy, CN will aim to more systematically demonstrate results in this area)**

From East Acholi (Pader, Agago and Kitgum), WORUDET formed and trained advocacy groups in the parishes where they are operating in 2014. The Advocacy group advocate for issues that affect the communities and ensure change. WORUDET worked in collaboration with cultural leaders, religious leaders, CBOs, role model men, advocacy forum members and succeeded in advocating for road, water, education and health. In Lira Palwo, Agago district, the CSOs` advocacy work caused the construction of the bridge connecting Lira Palwo centre and Ademi parish. (See picture)



### The river bank before and after construction work

In West Acholi (Nwoya, Omoro, Gulu and Amuru), GEWEP contributed towards the formulation and passing of some district Policies/bye-laws. They are on SGBV, Alcohol, Education by-law, Hygiene and Sanitation, Livelihood and food security. 387 copies of the alcohol ordinance were produced with funds from GEWEP and disseminated to the public for awareness raising. The immediate result of this ordinance has been reduction in excessive drinking in Gulu District. Another immediate result has been the influence the ordinance has created on the neighboring districts. Districts such as Omoro, Nwoya and Amuru have expressed the need to also pass an alcohol ordinance in their districts. The other significant result which hasn't yet been documented is reduction SGBV among households.

5 new boreholes were also construction in Lanyirinyiri, Otaka and Alyek to provide clean water for the members of the community. Elsewhere under WORUDET, Impact group members together with Advocacy Group Members also advocated for and achieved the following:

- Adult literacy in Lanyirinyiri Parish in Iira Palwo sub county and a learning center has been opened.
- Access to ARV which was previously very far in Patongo. ARV is now available and accessible at a nearby Sub County-Omot.
- Community access road of Puranga to Awere where Awete bridge was impassible even to the school going children and construction work on the bridge is nearing completion.
- Transfer of the Medical Officer in charge who was not managing the Health Centre well. He was transferred and a new one replaced.
- Health center II in lanyanyiri parish was constructed but not functioning; and as a result of their advocacy, it is now open and functioning.
- Nursery school in Adoo primary school and good news is that some well-wisher have mobilised funds and opened one.
- Community road from Wimunu Pecek to Geregere parish for easy accessibility to the market and the sub county opened it.

**11) Describe any innovations you might have had in relation to empowerment of women and girls. If you have had any results, please add. (If not already described above, no more than 250 words. Please also include descriptions of scaling up innovations if applicable. Aligned with the CI global program strategy, CN will aim to more systematically demonstrate results in this area)**

In response to climate change, Care supported WORUDET to promote the use of Lorena stoves which consume less fuel, less smokes and are safer in term of fire burning of children. In 2014 only 45 role model men were trained on its usage; meanwhile in 2016 94 role model men were able to mentor their fellow to construct lorena stoves in their households. During the follow up meeting with role model men in January 2017, it was realized that the 94 role model men have at least rolled out the construction of this stoves to at least the minimum of 4 households. This implies that, a total of 376 households are using Lorena stoves for cooking. This has reduces the rapid cutting of trees for cooking and created positive impact on the environment.

Making re-usable sanitary pads; Care supported WORUDET to invest time and resources to train school matron and female teachers on the skills of making re-usable sanitary pads. This initiative was adopted as part of the organization strategy to address the issues of Sexual and Reproductive Health Rights (SRHR). As a result, girls and some women approximately 2000 who received this training were able to make their sanitary pads because the materials are all found locally.

**12) Were there particular risk factors (internal or external) that had a negative (or positive) influence on programme implementation?** (NORAD reporting requirement. NORAD is increasingly concerned about how we monitor, manage and mitigate risks and we need to)

**Please fill out the attached Excel workbook with the risk matrix. This will be attached to the report submitted to NORAD.**

The risk matrix has been updated to be more nuanced, as this is an area NORAD has signalled we need to improve. The new risk matrix has further categories for likelihood and for impact, and have indicated thresholds for the likelihood categories and for the impact categories. The person(s) to fill in the workbook is invited to join Maria Christophersen for a Skype/Webex where she will go through and explain the new risk matrix. Details on the Skype/Webex will be confirmed on email. Contact Maria on [maria.christophersen@care.no](mailto:maria.christophersen@care.no) if the person(s) to fill in the workbook from your country office is interested in joining.



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RISK ANALYSIS.xlsx

In the Excel workbook you will find:

- One sheet with the new risk matrix, which includes thresholds for the likelihood categories and for the impact categories.
- One sheet with example mitigation measures.
- One sheet per Country Office. **You only fill in information on the sheet with your Country Office.** For your Country Office, you will find one table with previous identified risks and below this table you will find another table for new risks per country.

- 1. Table with previously identified risks:** Please complete the column with follow up per risk, reporting on the risk itself (whether or not it has happened, and if so how it happened and how it was handled and any consequence for the project) and the implementation of the mitigation measures (whether or not the measures are implemented, and if so how).

Following this, please rate the residual risk for each risk. The residual risk is the risk level AFTER the mitigation measures have been implemented. The implemented mitigation measures may have lessened the likelihood or the impact of the risk.

2. **Table for new risks:** In this table you are asked to fill out any new risks uncovered (i.e. pre-existing but not previously reported) or arising (i.e. new risks). Please add rows to this table as needed and rate each risk according to the new risk matrix, include mitigation measures and rate the residual risk and then add in the update column whether or not the mitigation measures have been implemented and whether or the risk has taken place. If it has taken place, please include a short comment on how this was handled and any consequences to programme implementation.

**13) Have any changes or decision taken place at the CO-level that may directly/indirectly affect the implementation of the GEWEP? In relation to p-shift, partnership approaches, organisational restructuring, etc.? Please attach relevant supporting documents.**

None

**14) List all analysis, reviews, studies or evaluations undertaken at the CO & programme levels in relation to women's empowerment over the past year. (NORAD reporting requirement)**

<i>Name of Author/ Institution, year</i>	<i>Full title</i>	<i>Short description</i>	<i>Internal / external / both internal and external</i>	<i>In what way did it contribute to learning and improvement of the programme?</i>
<i>Care and GWED-G staff</i>	<b>Midterm review for SRMCH</b>	To assess the initiative's performance towards the achievement of expected results.	<b>internal</b>	A revised work plan and budget was developed meeting the identified needs and relevant areas of focus
<i>Karin Reinprecht, September 2016</i>	Baseline study was conducted on Gender and diversity in L4C program	The study focused on how GWED-G as an organization, its programme and its people - work for gender equality and diverse stakeholder	<b>External</b>	Mainstreaming gender in all programs and policy of the organization is the way to go.

<b>Oswaldo Montoya Telleria</b>  <b>March 31, 2016</b>	Participatory study with role model men	The Role of Men in Reproductive, Child and Maternal Health in Northern Uganda	External/Internal	Engagement of men as partners, clients and change agents is very important in the journey of gender equality and women's empowerment.
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- *Please attach these studies to this report.*



16.3.17 SRMCH MTR Report.doc

**15) Cross-cutting theme: which activities have been done to improve the anti-corruption component in the program? (NORAD reporting requirement)**

An external Audit and Due Diligence Assessment was conducted for CARE Uganda Country Office and its partners in April 2016.

**a) Please describe the measures taken towards the partners**

- ✓ Due Diligence Assessment for the 2 IPOs (WORUDET and GWED-G) was conducted (CARE USA Sub grants agreement requires that Due Diligence Assessments be conducted every two years).
- ✓ Both IPOs developed Capacity Improvement Plans based on the audit findings and implementation is on.

**b) Please describe the measures taken within the CO**

Clear gaps in Control Systems, in checks and balances and finance (e.g. no clear chart of accounts, no accounting software etc) were identified creating risks for the 2 IPOs. It was agreed with WORUDET that no funds would be transferred before a number of actions was undertaken. Some of the actions included organising a meeting with WORUDET board for CARE to present audit findings and to secure commitment of the board to oversee and lead the change process required. CARE also asked WORUDET to share the audit results with all its other existing partners/donors in a round table meeting so that different partners/donors can agree on how to collectively support WORUDET without resource duplication.

CARE extended support towards some of the identified gaps that required immediate actions. CARE contributed funds towards staff training on Quick book and its installation. CARE also facilitated board meetings and some reviews including strategic plan reviews.

**c) Please describe the main challenges**

Some donors/partners of the 2 IPOs do not facilitate capacity building and board meetings. This makes it very difficult for the IPOs to address all gaps identified during audits/assessments.

**16) Cross-cutting theme: has there been any incident to report on according to the CN anti-corruption policy? (NORAD reporting requirement) If yes, please describe how this was discovered, the amount, how it was managed, and the solution.**

None

**17) Cross-cutting theme: please explain if and how GEWEP incorporates environmental concerns and addresses climate change vulnerability. If GEWEP does not incorporate and address this, please explain why it is not relevant to the program. (NORAD reporting requirement, max 200 words)**

- In 2015, CARE in consortium with Africa Climate Change Resilience Alliance (ACCRA) received a seed fund to build capacity of local civil society organisations/partners and staff for improved adaptive capacity of women and girls affected by conflict in Northern Uganda. A total of 24 staff from both CARE and 5 IPOs (FAPAD, FURA, WORUDET, GWED-G & DNU) were trained. 60 VSLA groups were also trained on Climate Smart Agriculture (CSA). CSA is an approach for developing agricultural strategies to secure sustainable food security under changing climate.
- CARE Uganda is also implementing some initiative that focus directly on building resilience of rural communities such as the climate proof disaster risk reduction project (CPDRRP) focusing on building local capacity for adaptation and resilience;
- At regional and international level CARE has built a centre of excellence in climate change through its Poverty, Environment and Climate Change Network (PECCN) from which this project will also draw technical backstopping.

**18) Cross-cutting theme: please explain if and how GEWEP ensures human rights including the rights of disabled people. If this is not currently ensured, please explain how it can be ensured going forward. (NORAD reporting requirement, max 200 words)**

- ✓ The project applied the RBA and program implementation was inclusive of people with disability, PLWHA and other marginalized groups. Right from the project on set, beneficiaries identification was inclusive of every category of people. There was no special treatment for people with disabilities because we would be promoting stigma.
- ✓ The project empowered VSLA women groups, role model men, community based facilitators, village agents on their rights, which they used it very well, the reason they could demand for service deliveries.

**19) Cross-cutting theme: please explain if and how GEWEP incorporates the intentions in the UN Security Council Resolution 1325 on Women, Peace and Security. (NORAD reporting requirement, max 200 words)**

GEWEP embeds both national and international human rights frameworks in triggering change processes across all levels. The 1995 Constitution provides for affirmative actions on women representation, CEDAW promotes equality of gender on all aspects of society, the Resolution

1325 and 1820 of the UN Security Council. We integrated political empowerment in the programs, directing energies towards building capacity on leadership and group dynamics, peace building and conflict resolution.

CARE and IPOs have together influenced District local government to mainstream 1325 UNSCR in their programming, these has been successfully conducted. Through the gender sensitive budgeting and training conducted to sub-county authorities and lobby Chief Administrative Officer's offices, most of the sub-counties of District of operations have been allocating budget for women to celebrate international women day at sub-county levels and conducts advocacy activities on issues that affect women, youth and children

**20) Cross-cutting theme: please explain how the work of your country office links up to the Sustainable Development Goals (SDGs).** (Reporting asked for by our private sector partners, max 200 words)

Care focus at promoting women empowerment, private sector engagement and advocacy. The economic component of the program is aligned to Goal 1, "eradicate poverty" and Goal 2, "end hunger, achieve food security and improved nutrition, and promote sustainable agriculture," All GEWEP activities like capacity building of impact members to invest in farming as a business and other IGA are to improve on their food security and eradicate of viscous cycle of poverty.

The program social empowerment which involves enhancing capacity of women and girls to access and demand for quality social services related to GBV and SRHR is in line with the sustainable development Goal 5, "achieve gender equality and empower all women and girls," includes a sub-goal about women's control over land.

**21) How has the impact group been involved in program implementation and revision during 2016?**

Please click in the box for relevant activities implemented, and complete additional information as required in the highlighted fields:

Check	Mechanisms	Additional info
<b>Meetings, workshops, etc.</b>		
<input checked="" type="checkbox"/>	<b>General meetings with IG to assess the whole program</b>	How many in 2016?Quarterly Gender balance: 70 % women
<input checked="" type="checkbox"/>	<b>Partial meetings with IG to assess a component / a partner</b>	How many in 2016?Quarterly Gender balance: 70 % women
<input checked="" type="checkbox"/>	<b>Program activities (i.e. SASA! SAA, etc.) where IG's feedback is collected</b>	Please specify: Local activism , sensitization using local posters and awareness creation, referrals and psychosocial, support Gender balance: 70 % women
<input checked="" type="checkbox"/>	<b>Other kinds of meeting with IG</b>	Please describe below: Review meetings, sensitization meetings, community dialogue, support visits and follow up to survivors of SGBV, wang oo meeting, household dialogues , male engagement seminars, couple seminars, connecting teachers to parents meetings Gender balance: <a href="#">Click here to enter text.</a> 75% women
<b>Formal representation in program structure</b>		

<input checked="" type="checkbox"/>	<b>Program steering committee where IG is represented</b>	# meetings in 2016: monthly Gender balance: <a href="#">Click here to enter text.</a> 80% women
<input checked="" type="checkbox"/>	<b>Steering committees at partners level where IG is represented</b>	# meetings in 2016: quarterly Gender balance: <a href="#">Click here to enter text.</a> 70% women
<input checked="" type="checkbox"/>	<b>IG feedbacks collected through VSLA/VSLAN mechanism</b>	# VSLA collecting feedback: monthly
<b>Field visits</b>		
<input type="checkbox"/>	<b>Field visits of CARE staff collect IG feedback</b>	# field visits where IG feedback were collected: <b>quarterly</b> <a href="#">Click here to enter text.</a>
<input type="checkbox"/>	<b>Field visits of Partners staff which reports are shared with CARE</b>	# or partner field visits reports received with IG feedbacks: <b>quarterly</b> <a href="#">Click here to enter text.</a>
<b>Specific methods</b>		
<input checked="" type="checkbox"/>	<b>Participatory studies or action-research involving IG</b>	Please list the studies/research below:  Key learning on Engaging Men Initiative, End Line Evaluation Report of Northern Uganda War Affected Youth Livelihood Enhancement Initiative (NUWYLEI), and Baseline study was conducted on Gender and diversity in L4C program, Participatory study with role model men.
<input type="checkbox"/>	<b>Score cards to assess the program / its components</b>	Assessment level: Other Please describe below how you use score cards: <a href="#">Click here to enter text.</a>
<input type="checkbox"/>	<b>Other method used</b>	Please describe the method below: <a href="#">Click here to enter text.</a>
<b>Passive feedback mechanisms</b>		
<input type="checkbox"/>	<b>Phone number</b>	# feedback on GEWEP recorded: <a href="#">Click here to enter text.</a>
<input type="checkbox"/>	<b>Suggestion boxes</b>	# feedback on GEWEP recorded: <a href="#">Click here to enter text.</a>
<input checked="" type="checkbox"/>	<b>Electronic reporting system</b>	# feedback on GEWEP recorded: <a href="#">Click here to enter text.</a>
<input checked="" type="checkbox"/>	<b>Other passive mechanisms</b>	Please describe below: One on one meeting with the relevant Personnels/Officers
<b>Other feedback mechanisms not described above</b>		
<input checked="" type="checkbox"/>	<b>Partner's own feedback mechanisms</b>	Please describe below: During Review meeting, through CARE-Partner Focal Person, Programme Director
<input type="checkbox"/>	<b>Other mechanisms</b>	Please describe below: <a href="#">Click here to enter text.</a>

**22) ONLY TANZANIA AND UGANDA:** *To what extent was the GEWEP carried out or/and complemented by other donors? (NORAD reporting requirement, no more than 200 words)*

- Throughout its years of implementation, GEWEP worked with Role Model Men (RMM) who influence fellow men to stop GBV using peer to peer approach and any other gender issues arising among the Impact group members. RMM are currently being facilitated under the SRMCH project funded by ADA.
- We expect to continue working with the partners under the newly approved learning for change (L4C) programme funded by ADA through Care Austria. Also, we have made deliberate effort to partner with the same organizations in new applications and we are currently working together on an SGBV project funded by UNFPA.
- GEWEP also worked together with Policy Dialogue project funded by ADA
- ACCRA Seed fund

**23) ONLY TANZANIA AND UGANDA:** *To what extent was the GEWEP carried out in cooperation with national and local authorities according to their strategies and plans? (NORAD reporting requirement, no more than 200 words)*

Within this national framework, there is policy guidance specific to northern Uganda. Of particular note is the Peace, Recovery and Development Plan (PRDP). Initially launched in 2007, it aims to help the area catch up with the rest of the country with regard to socio-economic development. In PRDP II, the third strategic objective focuses on economic revitalisation using approaches like enterprise development and marketing and production, among others. It specifically mentions addressing Sexual and Gender Based Violence (SGBV), as well as the mainstreaming of gender issues in other areas. The plan acknowledges the inequalities between northern Uganda & other parts of the country, and calls for greater intervention

Other governmental structures, including the Ministry of Gender, Labour and Social Development; the Community Development Department at District level; the Uganda Police; Uganda Women Parliamentarians Association (UWOPA) exist and will be engaged in the strategic engagement. UN Agencies also have influence in the region notably including UN Women and UNFPA.

There are numerous NGOs in the region too, from INGOs, National NGOs and CBOs. Civil Society plays a complementary role to government – recognizing the gaps in gender equality and women’s empowerment, women’s entrepreneurship, informal vocational education, advocacy for women’s voice and decision making – they utilize adapted VLSA methodologies as a platform for women’s empowerment, capacity building of civil society.

CSOs have also accepted the critical role of engagement in policy formulation processes, lobbying and advocacy to strengthen women’s access to productive and financial assets. None the less, many women continue to face challenges associated with capacity & technical knowledge.

Impact group members are linked to upcoming and on-going government programs such as Youth Fund, National Agricultural Advisory Services (NAADS) program, Operation Wealth Creation programs and the recent Uganda Women Entrepreneurship Programme (UWEP).

**24) ONLY TANZANIA AND UGANDA:** *Finally, any other issues or comments you would like to share with CARE Norway regarding implementation, results and risks for GEWEP in 2016?*

None

**25) Please submit a human interest story (CN will use this for communication purposes)**

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**26) What regards to the programme's annual financial reporting, please check and confirm the following:**

a) What was the burn rate for 2016? Please comment on any deviations to expected burnrate.

	Budget current (NOK)	for year	Expenditure for current year (NOK)	Burn rate	On track? On track/nearly on track/off track
<b>Country office</b>					
Sub total operational cost	1627215.62		1448367.69	75%	ON TRACK
Sub total outcomes					
Total CARE Office					
<b>Partners:</b>					
GWED-G	694071.2		63875.3	92%	SUB GRANT CLOSED
WORUDET	678713.2		577999.1	85%	SUB GRANT CLOSED
Etc.					

b) Please explain any deviations above or below 10% from the approved IPIA budget.

Currently the burn rate is at 75% and implementation is still on until the end of April. A final project report will show the actual burn rate.

c) Have you submitted monthly expenditure reports as per IPIA (yes/no)? YES

If not, explain the reason why.

d) Please submit your 2016 annual audit report (annual expenditure report already submitted by 28<sup>th</sup> of February 2017)

**ANNEX**

Table 1: An extract from WORUDET

<b>Indicators of change</b>	<b>Number of women as per indicator</b>		
	<b>2014</b>	<b>2015</b>	<b>2016</b>
<i># of women who have access to Land</i>	250	6,914	6,945
<i># of women who own land</i>	441	1,262	2,438
<i># of women who have access to finance/Credit</i>	83	600	1256
<i># of women with individual account in the bank</i>	83	600	1,256
<i># of VSLA groups linked to the bank</i>	00	48	58
<i># of women accessing service from agro input dealers</i>	1,502	3,254	4,018
<i># of women who have access to basic technologies</i>	250	6,067	6,945
<i># of women who access market within the district</i>	122	1,953	4206
<i># of women who access market outside the district</i>	50	50	100