Evaluation Report:
Action for Development (ACFODE) -
Konrad-Adenauer-Stiftung (KAS)
Programmes in Uganda,
2001 to 2014

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ACFODE
Breaking Through, Building Up and Binding

Konrad
Adenauer
Stiftung

Acknowledgements

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REGINA BAFAKI
EXECUTIVE DIRECTOR

WHO WE ARE

Action for Development (ACFODE) is an indigenous, voluntary, non-governmental and non partisan women's organization that was born on **November 19, 1985**. Its formulation was sparked off by the United Nations third World Conference on women held in Nairobi in **July 1985**.

VISION
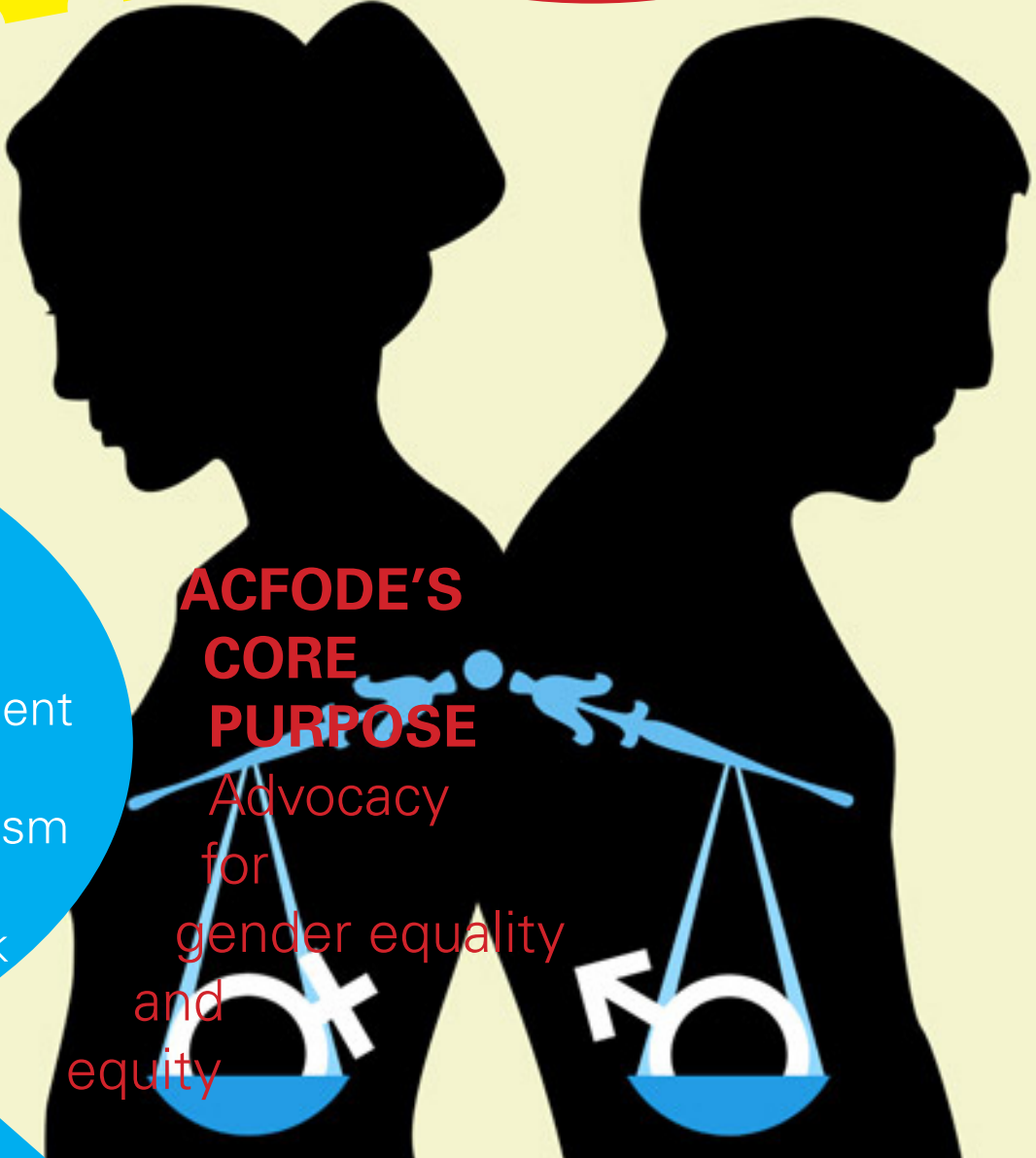A just society where gender equality is a reality

MISSION
To empower women and influence legislation and policy for gender equality in Uganda

ACFODE VALUES

◆ Integrity
◆ Commitment
◆ Learning
◆ Volunteerism
◆ Respect
◆ Teamwork

ACFODE'S CORE PURPOSE
Advocacy for gender equality and equity

AREAS OF FOCUS

Governance

Gender Based and Sexualized Violence

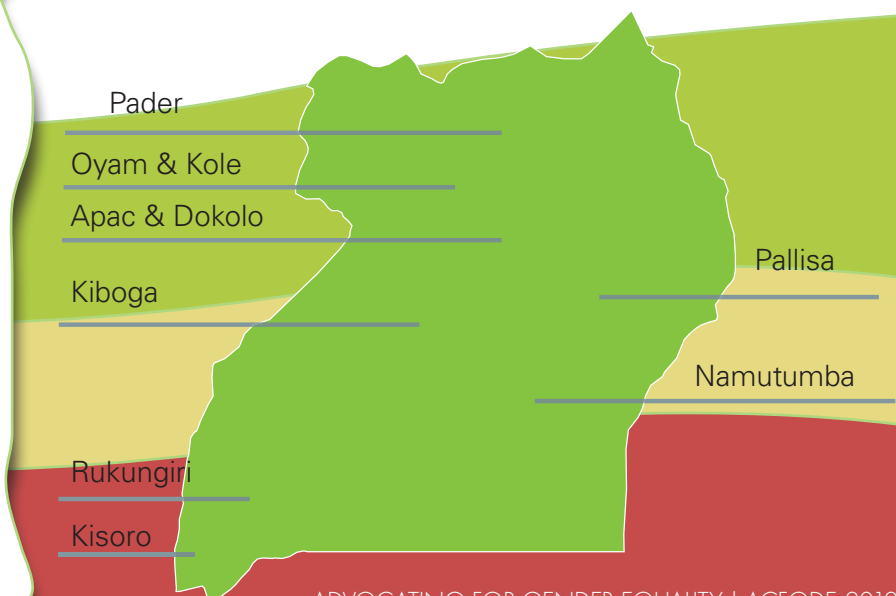**Women's Rights**

Gender Policy and legislation

OUR APPROACH TO GENDER EQUALITY

- 🗣 Research and Documentation
- 🗣 Capacity Building
- 🗣 Coalition Building
- 🗣 Community mobilisation and sensitisation

WHERE WE WORK

Pader, Oyam, Kole, Apac, Dokolo, Kiboga, Rukungiri, Kisoro, Kiboga, Namutumba. Gulu, Kabale, Kaboong, Kanungu, Katakwi, , Kotido, Masaka, , Mbarara, Pallisa, Moroto, Mubende, Yumbe.

ACFODE has field offices in the districts of; Kisoro, Oyam, Apac, Namutumba, Dokolo, and Pader

Pader

Oyam & Kole

Apac & Dokolo

Kiboga

Pallisa

Namutumba

Rukungiri

Kisoro

ADVOCATING FOR GENDER EQUALITY | ACFODE 2012   5

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Abbreviations and Acronyms

AAU	Action Aid Uganda
ACFODE	Action for Development
CDO	Community Development Officer
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSO	Civil Society Organisation
CODERASH	Community on Defilement, Rape and Sexual Harassment
DAC	Development Aid Committee
DRT	Development Research Training
DSW	Deutsche Stiftung Weltbevölkerung
DVA	Domestic Violence Act
EASSASI	The Eastern African Sub-regional Support Initiative for Advancing Women
FAL	Functional Adult Literacy
FGDs	Focus Group Discussions
FGM	Female Genital Mutilation
FHRI	Foundation for Human Rights Initiatives
FIDH	International Federation of Human Rights
FOWODE	Forum for Women in Democracy
GBV	Gender-Based Violence
GII	Gender Inequality Index
HIV	Human Immuno deficiency Virus
AIDS	Acquired Immuno deficiency Syndrome
ICCPR	International Covenant on Civil and Political Rights
ICPD	International Conference on Population and Development
IPT	Intermittent Preventive Treatment
IUIU	Islamic University in Uganda
KAS	Konrad-Adenauer-Stiftung
KI	Key Informant
KII	Key Informant Interviews
KIU	Kampala International University
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MDI	Microfinance Deposit-Taking Institutions
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social development
MoH	Ministry of Health
MoLHUD	Ministry of Labour, Lands, Housing and Urban Development
MP	Member of Parliament
MUBS	Makerere University Business School
MUST	Mbarara University of Science and Technology
NCG	Nordic Consulting Group
NDP	National Development Plan
NEPAD	New Partnership for Africa's Development

NRM	National Resistance Movement
OECD	Organisation for Economic Cooperation and Development
PMCT	Prevention of Mother-to-Child Transmission
PPP	Public Private Partnerships
PWDs	People with Disabilities
SACCOs	Savings and Credit Cooperative Organisations
SCDO	Senior Community Development Officer
SPSS	Scientific Package for Social Sciences
STIs	Sexually Transmitted Diseases
TFR	Total Fertility Rate
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic and Health Survey
UN	United Nations
UNFPA	United Nations Population Fund
UNNGOF	Uganda National NGO Forum
UNHS	Uganda National Household Survey
UNICEF	United Nations Children Education Fund
UPE	Universal Primary Education
USE	Universal Secondary Education
VSLA	Village Savings and Loan Associations
WEPDM	Women's Effective Participation in Politics and Decision-making
WOGE	Women and Girls Empowerment

Executive Summary

This report presents the results of an evaluation of the 14-year Action for Development (ACFODE)-Konrad-Adenauer-Stiftung (KAS) partnership in 10 districts of Uganda – namely Kampala, Apac, Lira, Dokolo, Pallisa, Soroti (including Serere), Rukungiri, Kiboga (including Kyankwanzi), Tororo and Kisoro – undertaken in November to December 2014. The evaluation focused on the four major programmes of ACFODE-KAS partnership: Women's Effective Participation in Politics and Decision-making; Women's Rights based on CEDAW; the Youth Programme; and KAS Support to Institutional Development. The evaluation aimed at assessing the long-term impact of the programmes on Ugandan society generally and women in particular, as well as the challenges that need to be addressed to ensure improved lives for women, men, girls and boys in Uganda.

The evaluation drew on various data sources, both secondary and primary, employing the mixed methods approach to data collection. The secondary data sources included a comprehensive review of relevant published and unpublished materials from the government, academic institutions and individuals and ACFODE programme documents. Primary data were collected through quantitative (a semi-structured questionnaire) and qualitative (focus group discussion) methods, case study interviews with programme beneficiaries and key informant interviews.

Key Findings

The status of women in Uganda

It was clear from the review of documents that Uganda has established an enabling legal and policy framework for improving the status of women in all domains of development. This has led to remarkable progress in a number of areas, especially increasing access to basic education with the attainment of gender parity at primary level, and significant improvements in the political arena at both the local and national levels. There has also been improvement in the health status of women, with a reduction in maternal mortality and HIV prevalence rates. However, there remain marked gender disparities in education retention at all levels and access to higher levels of education, access to productive resources, physical and bodily integrity, voice and decision-making. ACFODE-KAS intervention is applauded for having contributed to the above achievements.

Assessing the impact of ACFODE-KAS partnership

An assessment of the ACFODE-KAS partnership in the three programmes reveals that the objectives have been met. Overall, ACFODE-KAS interventions have built the capacity of women, communities, the youth and ACFODE as an institution. ACFODE-KAS programmes were found to be strong in terms of addressing the critical needs of Ugandan society and have contributed to the transformation of Ugandan communities, especially women, over the last 14 years.

Overall, women spoke of increased participation in politics and decision-making/leadership, enhanced visibility, awareness of their rights, knowledge and skills acquisition, self-confidence and esteem, among others. Other outcomes include increased interest in education and economic empowerment. The increased participation of women in political decision-making has led to unexpected results, such as

improved domestic relations and reduced domestic violence, reduced corruption, improved household sanitation, and the challenging of gender stereotypes around women's relegated space – the private/ domestic space – at the community level.

Both women and men appreciated the women's rights programme for enhancing their capacity to advocate and defend women's rights through increased knowledge and skills related to human rights and women's rights in particular. This has resulted in reduced violence against women and children and improved gender relations, with reduced divorce rates. They reported changes in attitude towards girls' education; support for girls and women to inherit property; male support for women to join politics; women's increased mobility; and economic empowerment. The programme strengths included the focus on local women – working at grass-roots level and sensitising the communities to understand women's rights and their role in society.

The Youth Programme was hailed for enhancing the youth's (female and male) public speaking skills; exposure and networking; and knowledge of gender equality, good governance and women's rights issues. The major strengths of the programme were: choice of interesting topics for debate, particularly gender and democratic governance; engaging articulate trainers; and the use of appropriate training methods. The use of the British parliamentary debating format also excited debaters since many of them were encountering it for the first time.

On institutional development, KAS support to ACFODE members and staff development facilitated increased knowledge and skills as well as exposure to the different areas of women and gender issues, advocacy and gender planning. This has allowed them to develop their already existing areas of expertise to enhance their job performance. Regarding *Arise* magazine, a review of the letters to the editor showed outstanding impact, especially the consistent production of the magazine with varied topical themes related to women's empowerment and gender equality. The strength of the partnership centres on: the direct interaction of KAS and ACFODE at the higher levels of management; open channels for communication; a good organisational culture; shared interests and goals; availability of key planning documents; and a flexible management style.

Challenges

While the partnership brought in a lot of benefits, there were also challenges. The general weaknesses of the partnership interventions include: limited geographical coverage where, in most cases, the programmes targeted only two sub-counties in the districts of operation, leaving out many people; lack of local offices; lack of a clear monitoring and evaluation system to track progress and provide regular feedback; and the limited participation of locals in programme design.

Recommendations and opportunities for improvement

The respondents provided the following views on what can be done to improve the ongoing ACFODE-KAS interventions in communities and at the institutional level:
- Establishing ACFODE offices at the local/grass-roots level.
- Increasing financial support to programmes.
- Conducting new and refresher training for the beneficiaries to keep up-to-date.
- Ensuring community consultation in programme design and regular monitoring and evaluation.
- Organising debating activities on university campuses rather than hotels to increase   students' participation and engagement.

- Establishing a clear monitoring and evaluation system for tracking progress and outcomes on a regular basis.
- The establishment by ACFODE of a mechanism for raising more funds for programmes sustainability.

Based on the findings of the assessment, the evaluation team made the following recommendations:
- ACFODE-KAS should take the lead in strengthening its relationship/collaboration with stakeholders such as the local governments and CSOs as well as communities/beneficiaries to ensure sustainability of the programmes' impacts.
- The partnership should establish an exit and sustainability strategy.
- An effective monitoring and evaluation system should be developed for all programmes at all levels.

1. Introduction

Action for Development (ACFODE) is an indigenous voluntary, non-governmental women's interest and development organisation that was formed in 1985 with a mission of promoting gender equality and women's empowerment. ACFODE has been actively involved in capacity-building, mentorship programmes, community mobilisation, and advocacy for policy formulation, research and sensitisation geared towards gender equality. ACFODE covers different regions of Uganda and operates in selected districts, including Soroti, Tororo and Pallisa (Eastern region); Kisoro, Rukungiri and Kanungu (Western region); Kampala, Kiboga and Kyankwanzi (Central region); Lira, Dokolo, Otuke, Oyam and Apac (Northern region); and Nebbi and Yumbe (West Nile region).

In 1989 the Konrad-Adenauer-Stiftung (KAS) entered into a partnership with ACFODE with the goal of improving the status of women in Uganda in the social, economic and political domains. KAS is a German political foundation engaged in the worldwide promotion of democracy, human rights and the rule of law. The partnership between KAS and ACFODE aimed at:

- Promoting the appreciation of gender equality among women and men as well as working towards creating a society that guarantees equal opportunity for women and girls.
- Supporting women to participate more effectively and to take up an active role in the political and decision-making processes at local and national levels.
- Defending the rights of women and girls in line with the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

Since 1989, the partnership has supported communities in Uganda through programmes including: Women's Effective Participation in Politics and Decision-making; Women's Rights based on CEDAW; the Youth Programme; and Institutional Development. The Women's Effective Participation in Politics and Decision-making programme is intended to increase the representation of women in political and decision-making structures at sub-county and district levels as well as facilitating women to effectively monitor government programmes for improved service delivery. It targets active and aspiring Women's Council leaders and community members.

The Women's Rights Programme aims at promoting and protecting women's rights based on the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). The Youth Programme was initiated in 2010 to promote awareness about gender equality and democratic governance among the youth in tertiary institutions through debating activities based on the British parliamentary debate format. Further, part of the support from KAS to ACFODE included a component of the Institutional Development Programme comprised of building the capacity of staff members through study scholarships within and outside Uganda; financial support towards salaries and office space; and capacity-building support for better institutional planning. The programme also supports the publication of *Arise* magazine, a bi-annual woman-focused magazine that raises awareness of women's rights and women's empowerment, and enhances ACFODE's visibility in Uganda and beyond. It also acts as a tool for advocacy and lobbying for the improved status of women in the country.

This report presents findings of an evaluation of the impact of the ACFODE-KAS programmes on the lives of Ugandans, especially women and girls, over the last 14 years (2001–2014). The evaluation aimed

at assessing the long-term impact of the programmes on Ugandan society generally and women in particular, as well as analysing the challenges that need to be addressed to ensure improved lives for women, men, girls and boys. The specific objectives of the evaluation were:

- To profile the current status of women in Uganda.
- To assess the ways in which the partnership between ACFODE and KAS has impacted on Ugandan society.
- To assess and document the factors that have contributed to the success of the partnership and the good practices that have impacted on the lives of women, men, girls and boys; and to assess possible areas of improvement within the partnership.
- To examine the challenges experienced in the delivery of the ACFODE and KAS programmes and the mitigation measures employed.

The evaluation drew on ideas by Lund-Thomsen (2007) on assessing public-private partnerships. According to Lund-Thomsen (2007), assessment of an organisation is based on certain criteria, namely: relevance; effectiveness; efficiency; impact; sustainability; participation; and accountability. These principles are noted to be central to understanding an organisation's performance.

1.2   Structure of the Report

The report comprises nine main sections. Section 1 is the introduction and analytical framework. Section 2 is the methodological procedure. Section 3 provides the profile of women's status in Uganda. Section 4 presents the participants' demographic and socio-economic background. Section 5 discusses the findings relating to Women's Effective Participation in Politics and Decision-making Programme. Section 6 presents the assessment of the Women's Rights Programme based on CEDAW. Section 7 deals with the Youth Programme. Section 8 delves into institutional development support. Finally, section 9 presents the emerging issues, conclusions and recommendations.

2. Approach and Methodology

The evaluation was participatory in nature, employing both quantitative and qualitative methods of data collection. The assessment engaged two main approaches, namely a document review and a field-based inquiry undertaken in selected ACFODE-KAS areas of operation. The scope of the evaluation covered the following:

2.1 Desk Review

To document the current profile of women in Uganda, the consulting team reviewed existing data from the Uganda Bureau of Statistics (UBOS) and other national studies on specific areas of women's empowerment – education, health, economy, politics, physical and bodily integrity, among others. The team further undertook a comprehensive review of existing programme documents, progress reports, and internal monitoring and evaluation reports by ACFODE to understand how the programmes had been implemented. Other documents reviewed included programme workshop reports, annual reports, concept notes as well as literature from national and district studies to inform the evaluation, especially profiling the status of women in Uganda.

2.2 Field-based Inquiry

Field data collection involving both quantitative (survey) and qualitative methods was undertaken to assess the impact of the ACFODE-KAS programme on women, men, boys and girls in programme areas.

2.2.1 Assessment sites

The assessment covered 10 districts of ACFODE operation, namely: Apac, Lira (i.e. Dokolo and Apac which were split from Lira), Pallisa, Soroti (including participants from Serere), Rukungiri, Kiboga/Kyankwanzi, Tororo, and Kisoro.

2.2.2 Target population

The assessment targeted programme beneficiaries (women councillors; CEDAW committee members; beneficiaries of youth debating activities; beneficiaries of KAS scholarships and *Arise* magazine users) and non-beneficiaries such as government technocrats at the district and sub-county levels (Community Development Officers, Gender Officers, sub-county chiefs), Programme Officers at ACFODE and KAS who had been involved in the programmes as well as ACFODE members who had taken part in the implementation and monitoring of the programmes. ACFODE board members (former and current) were also interviewed.

2.2.3 Sampling strategy and size

a) Selection of survey respondents for the quantitative data

Given the nature of the programmes, sampling of the respondents was purposive and multi-stage based on the four programme areas. The survey largely covered programme beneficiaries (males and females) to ascertain the impact of the programme, success factors, challenges and best practices. Table 1 below presents the number of respondents who participated in the assessment.

Table 1: Sample selection and size

No.	Programmes	Category of beneficiaries (target population)	Actual sample size		Total
			M	F	
1	Women's Effective Participation in Politics and Decision-making	Women councillors at LCIII	-	120	120
2	Women's Rights Programme – Popularising CEDAW	Women councillors, religious leaders, health workers, sub-county chiefs	32	40	72
3	Youth Programme – Institutions of higher learning (universities)	University students	11	12	23
4	Institutional support (scholarships for members and staff and *Arise* magazine)	Staff and members of ACFODE	-	6	6
5	District key informants	CDOs, sub-county chiefs, Gender Officers	6	10	16
	Total				**192**

A total of 192 respondents participated in the interviews and focus groups discussions (FGDs) as shown above. It was difficult to locate participants for the Youth Programme, given the nature of the target group – many of the youth had completed university and moved to different locations. While the research team had the youth's phone contacts, many of them were not available. This necessitated a methodological shift for the Youth Programme; instead of collecting quantitative data, in-depth interviews were held. This made the task of collecting quantitative data very difficult and rendered the change inevitable. A total of 23 in-depth interviews were conducted by phone.

b) Selection of key informants (KIs)

The key informants included ACFODE-KAS programme staff, ACFODE members and district officials. Using purposive sampling, a total of 19 key informants were selected and interviewed.

c) Selection of focus group discussion (FGD) participants

These were randomly selected from the group of beneficiaries in the respective programmes, including those who did not participate in the survey. Each FGD involved 8-10 participants, with a total of 14 FGDs being held.

d) Case studies

Two case studies were targeted per district to document the best practices and success stories of the different programmes. A total of 16 case study interviews were conducted.

2.3 Data Collection Methods

Face-to-face interviews were held with beneficiaries in the selected sub-counties using a semi-structured questionnaire. Focus group discussions comprising men and women beneficiaries were held. Key informant interviews were conducted with non-beneficiaries such as District Community Development Officers, sub-county chiefs, Gender Officers, and ACFODE national and field contact persons at the district and sub-county levels (Annex 1 provides a list of the instruments used for the evaluation).

2.4 Data Management and Analysis

Quantitative data were analysed using SPSS software to generate tables and charts on emerging issues, particularly the background information on study participants, programme impacts, successes, challenges, opportunities and suggestions for the way forward. Qualitative data obtained through FGds, KIIs and case studies were voice-recorded where possible with the consent of the participants and later transcribed verbatim. Content analysis was used to analyse qualitative data to identify themes, guided by the integrated analytical framework. The identification of common views as well as unique experiences across the different categories of participants was done and integrated with quantitative information obtained from the semi-structured questionnaire.

2.5   Fieldwork Challenges

District sub-division and participant relocations

Accessing the participants was difficult as they were located in distant sub-counties and could not be traced.

Duration of the evaluation

Given the scope of the work, the 45 days allocated for the exercise was extremely inadequate for the research team. This rendered the process strenuous. However, efforts were made to cover the objectives of the evaluation within the limited period of time.

Lack of documentation

The initial programme documents for the programmes under assessment could not be secured; hence it was difficult to assess outcomes against programme objectives. However, the evaluation team used the brief activity concept papers to guide the assessment process.

3. Profiling Women's Status in Uganda

Expanding opportunities for women is of intrinsic value and instrumental in fostering development. Realising the potential of all people is needed to ensure growth, productivity and a vibrant society (Ministry of Finance, Planning and Economic Development [MoFPED], 2013). Uganda has put in place a conducive legal and policy environment geared at promoting women's empowerment and gender equality in all sectors of development. This has led to improvements in some sectors, especially access to basic education, national politics and decision-making and access to health. Despite the progress, there remain marked gender disparities in the economic, social and political domains due to the inherent discriminatory social norms and practices (Bantebya, Muhanguzi and Watson, 2014; Froimovich, Foster, Nozaki, Keegan and Mehra, 2013). This section highlights the legal and policy framework and the progress in women's status in Uganda regarding access to and participation in various development domains such as health, education, economic opportunities and political space over the last two decades.

3.1   Legal and Policy Framework for Gender Equality and Women's Empowerment

3.1.1   Laws

Uganda is committed to international and regional human rights instruments that guarantee women's rights and access to development opportunities.[1] Within this global framework for human rights and gender equality, Uganda has established a number of laws and policies to promote women's rights, empowerment and gender equality.

The Constitution of Uganda (1995) prohibits discrimination against women and promotes women's rights as equal partners with men in national development. This commitment is articulated in the National Objective VI, which mandates the state to ensure gender balance and fair representation of marginalised groups on all constitutional and other bodies. Article 32 provides for affirmative action in favour of groups marginalised on the basis of gender, age, disability, or any other reason created by history, tradition, or custom, for the purpose of redressing imbalances that exist against them. Article 33 provides for the rights of women, particularly equal treatment with men in political, economic and social activities. Further, the constitution provides for the protection and promotion of fundamental and other human rights and freedoms for all Ugandan citizens (special provisions for the protection of women and girls are stipulated in Articles 20, 21, 24, 33, 34 and 50 of Chapter 4). Women's right to education, health, employment and political participation are enshrined in the provisions of the Uganda Constitution that pledge support for full and equal treatment and dignity for women.

The Education Act 13 (Pre-Primary, Primary and Post-Primary) (2008) supports access to education for all and guarantees free primary and post-primary school education The Republic of Uganda, 2008). The Penal Code Act, Cap 120 prohibits sexual violations such as rape, defilement and assault (The Republic of

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1   The Universal Declaration on Human Rights (1948); the International Covenant on Economic, Social and Cultural Rights(1966); the International Convention on Civil and Political Rights (ICCPR) (1966); the Convention against Torture and Other Cruel, Inhuman and Degrading Treatment or Punishment (1984); the UN Convention (1949) on Trafficking in Women; the UN 1325 Resolution on Conflict Prevention; the International Labour Organisation's Conventions 100 & 182; the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (1989); the Beijing Declaration and Platform for Action (1995); the UN Declaration on the Elimination of Violence against Women (1993); the International Conference on Population and Development [ICPD] (1994) Declaration; the Millenium Development Goals (2000); the African Charter on Human and Peoples Rights – Women's Rights Protocol (1987); the African Charter on the Rights and Welfare of the Child (1990); and the New Partnership for African Development [NEPAD] (2000), among others.

Uganda, 2007); the Land Act (1998)(Cap 227) caters for both women's and men's rights to land/spousal consent (The Republic of Uganda, 1998); the National Women's Council Act (Cap 318) (2010) provides for the establishment of a National Women's Council mandated to unite women and position them for national development (The Republic of Uganda, 2010a). The Domestic Violence Act (2010) and its Regulations (2011) protect women's rights in the domestic arena (The Republic of Uganda, 2010b). If enacted, the pending Marriage and Divorce Bill (2009) may go a long way in further guaranteeing women's rights in marriage and other domestic relations. The Female Genital Mutilation (FGM) Act (2010) prohibits genital mutilation (The Republic of Uganda, 2010c), while the Anti-Trafficking in Persons Act (2009) vetoes trade in human beings, particularly women and girls, among others.

The legal provisions in place depict Uganda's commitment to protect women's dignity and promote gender equality for national development. While there are successes in terms of access to education, health, political participation, employment, and protecting the physical integrity of women, the country still grapples with persistent gender discrimination in the face of a weak political will to enforce the legal provisions. In addition, some of the old discriminatory laws, especially those relating to marriage and domestic relations, are still in operation, with provisions that are inconsistent with and contradictory to the Ugandan Constitution. Such contradictions in the laws hinder their effective enforcement and in the long term serve to perpetuate the violation of women's rights and gender discrimination. Revision of these laws has been met with resistance from men who view it as a threat to male power because of its focus on the social cultural issues and power relations in the family (Bantebya *et al.*, 2013).

3.1.2   Policies and strategic plans

A number of sectoral plans, policies and programme initiatives have been initiated to improve women's status in Uganda. These are anchored in Uganda's national planning framework – The National Development Plan (NDP) 2010/11-2014/15 – which explicitly recognises gender inequality as a serious constraint on national development (The Republic of Uganda, 2010d). It articulates the need for mainstreaming gender across all sectors of national development. In 1997 Uganda enacted a National Gender Policy, which was revised in 2007 to provide an overall gender-responsive development planning framework (The Republic of Uganda, 2007a). The National Gender Policy (2007) aims at achieving gender equality and women's empowerment as an integral part of Uganda's socio-economic development and poverty eradication. A National Action Plan on Women (2007) supports the implementation of the National Gender Policy (Ministry of Gender, Labour and Social Development [MoGLSD], 2007). Its strategic objectives include the elimination of socio-cultural practices that endanger the health of women; sensitisation of communities to the importance of girls' education; and the initiation of educational programmes on positive and negative socio-cultural practices (ibid.). Following the adoption of the National Gender Policy, various sectoral policies and action plans have been developed and adopted that indicate commitment to address gender inequalities and discrimination, and promote women's and girl's empowerment and gender equality. These include the Gender in Education Policy (2009), the National Health Policy (2008), the National Population Policy (2008), the National Equal Opportunities Policy (2006), the Employment Policy (2011), the National Youth Policy (2006) and the Gender-based Violence Policy (2012), among others (The Republic of Uganda, 2006a, b; 2008a, b; 2009; 2011a; 2012). Vision 2040 (The Republic of Uganda, 2013) identifies the promotion of gender and human rights as an important dimension of equity and a central aspect of the planning process.

There is overall acknowledgement that Uganda has good laws and policies but gaps remain in policy coherence, effective enforcement, inter-sectoral collaboration, adequate financing as well as overall

capacity for service delivery (Ochan, Nalugwa and Apuuri, 2013). This represents a key challenge in national efforts to promote women's empowerment and gender equality.

3.2   Progress in Improving Women's Status across the Different Development Domains

The establishment of a conducive gender-responsive legal and policy environment has seen Uganda register great strides in reducing gender inequalities and vulnerabilities in some of the sectors, especially in access to basic education and participation in politics and decision-making. Box 1 presents a summary of the current status of women in Uganda.

Box 1: Current women's status at a glance

Social, economic and political indicators	Women/girls	Men/boys
Education		
Literacy (%)	66	79
Primary enrolment (%)	50	50
Secondary enrolment (%)	46	54
Tertiary enrolment (%)		
Completion at primary level (%)	66	68
Completion at secondary level (%)	34	52
Health		
Life expectancy (in years)	52	49
Maternal mortality (per 100,000 live births)	438	
Total fertility rate (average number of children per woman)	6.2	
Teenage pregnancy (%)	24	
Contraceptive prevalence rate (%)	30	
Unmet need for family planning (%)	34	
ANC attendance from a skilled provider (4 recommended visits) (%)	48	
HIV/AIDS prevalence (%)	8.2	6.1
Physical safety and bodily integrity (GBV)		
Physical violence (%)	56	55
Sexual violence (%)	28	9
Emotional violence (%)	49	35
Economic violence (%)	14	
Economic		
Ownership of productive resources; house (%)	44	63
land (%)	39	58
Access to financial services; formal institutions (%)	26	31
Leadership and political participation		
Parliamentary representation (%)	34. 9	
Cabinet ministers (%)	29	71

Source: UBOS, 2012a; Froimovich et al., 2013

3.2.1   Education and Literacy

Uganda has registered significant progress in expanding access to basic education. Consequently, the overall literacy rates for persons aged 10 years and above have been steadily improving over the years from 77% and 63% of the females in 2002/03 to 79% and 66% of the males and females in 2009/2010 respectively; with the literacy rate for women remaining below that of men (Uganda Bureau of Statistics [UBOS], 2010). The literacy rate is lower in rural areas compared to urban areas. Regionally, Kampala has the highest literacy rate for both women and men while the Northern region has the lowest literacy levels.

School enrolment: Primary, secondary and post-secondary

Uganda has made impressive progress in education, especially through its Universal Primary Education (UPE) programme. Primary school enrolment for girls has risen over the years, reaching parity (Ministry of Education and Sports [MoES], 2012). Access to secondary education for girls has been increasing slowly, with girls' enrolment (46.6%) lagging behind that of boys (53.4%), as indicated in Table 2.

Table 2: Trends in key primary and secondary education indicators in Uganda (2007 – 2012)

Education level indicators	Years					
	2007	2008	2009	2010	2011	2012
Primary						
% of girls to total enrolment	50	50	50	50	50	50
Completion rate (%)						
Males	50	51	55	56	65	68
Females	44	47	48	51	63	66
Secondary						
% of girls to total enrolment	46	46	46	47	47	46
Completion rate (%)						
Males	39	39	42	45	48	52
Females	31	31	31	32	33	34

Source: MOES Fact Sheet 2000 – 2012

Despite the progress, girls' completion rates (66%) continue to lag behind the completion rates for boys (68%) at primary level; with greater disparity in completion rates (34% for girls compared to 52% for boys) at secondary level (MOES, 2012).

The gender situation is worse at the tertiary level, with fewer females (44%) participating in education at this level (National Council for Higher Education [NCHE], 2011). Female representation at university is estimated at 43.7%. There are more females in business, management and meteorological institutions constituting 50.9%; 58.1% and 61.5% respectively (see Annex 2 for details).

3.2.2   Women's Health Status

Uganda is committed to ensuring a healthy female population through the provision of good quality health services, improving the health infrastructure, affordability, health staff training, the prevention of health risks and increasing access to health information. With a well-established legal and policy environment, there have been improvements in a number of areas, namely a reduction in maternal mortality from a high 505 per 100,000 live births in 2000 to 438 per 100,000 live births in 2011; a reduction in teenage

pregnancy; an increase in contraceptive prevalence and antenatal care attendance; and a reduction in HIV infection, among others. However, maternal mortality, though reduced, remains persistently high and is on the increase, from 435/100,000 live births (in 2006) to 438/100,000 live birth (UBOS, 2012a). Evidence shows that between 6,000 and 14,000 women and girls die every year from pregnancy-related complications, which accounts for 18% of all deaths of women aged 15-49 years (United Nations, 2010). A significant number (130,000 – 405,000) of women and girls suffer disabilities caused by pregnancy and childbirth (The Republic of Uganda, 2011b).

Women's maternal health is determined by various sexual and reproductive health issues, including child-bearing (total fertility rate) and teenage pregnancy, family planning and contraceptive use, HIV infection, access to and utilisation of quality SRH services, among others. While there is an increase in contraceptive prevalence, Uganda's total fertility rate (TFR) has persistently remained very high and is currently estimated at over 6.2 children per women (UBOS, 2012a; The Republic of Uganda, 2014).[2] The persistently high TFR is attributed to early child-bearing characterised by high rates of teenage pregnancies, estimated at about 24 % for women aged 15-19 years (UBOS, 2012a). More than a third of women aged 20-49 years (39%) give birth by the age of 18 years and more than 63% have their first birth by the age of 20 years, with a median age at first birth estimated at 18.9 years (ibid.). While family planning and contraceptive prevalence have improved over the years, from 14 % in 2000 to 26% in 2011, it remains low, with about 34% of currently married women having an unmet need for family planning services (UBOS, 2012a).

Antenatal care and assisted delivery ensure maternal health. Data from UBOS (2006; 2011a) indicate an improvement in births assisted by a skilled worker from 42% in 2006 to 58% in 2011. Data from the most recent Uganda Demographic Health Survey (UDHS) 2011 indicate that 95% of mothers attend at least one antenatal care visitat a health facility while only 48% make the four or more recommended visits during their pregnancy (UBOS, 2012a). Only 48% of births are assisted by a skilled provider and 57% of the births take place in a health facility (ibid.). Only one-third of women receive post-natal care in the first two days after delivery and 13% receive a post-natal check-up within six days (ibid.).

HIV/AIDS is a concern for women's health, especially maternal and child health, in Uganda. According to the 2011 UDHS, nearly all Ugandans have heard of HIV, but only four in 10 (38% of women and 43% of men) have a comprehensive knowledge of HIV/AIDS prevention and transmission (UBOS, 2012a). There was a greater increase in HIV testing among women (25% to 71%) than men (21% to 52%) aged between 15-49 years between 2006 and 2011 (ibid.). While Uganda registered significant progress in reducing HIV infection before 2004, a recent Uganda AIDS Indicator Survey shows that HIV prevalence has risen from 6.4% (2004/2005) to 7.3% (2011/2012), with a higher rate among women (8.3%) compared to men (6.1%) (Ministry of Health [MoH] Uganda and ICF International, 2012). HIV prevalence was found to be highest among those who are widowed (32.4% women; 31.4% men) and divorced or separated men (14.9%) and women (19.8%) while women (3.9%) and men (2%) who have never been married are least likely to be HIV-positive(ibid.). Statistics further show a steady increase in the estimated number of new infections, from 124,000 in 2009 to 128,000 in 2010, and then to 130,000 in 2011 (Nantulya, 2012). Women and girls are reported to be three times more likely to be infected than men (ibid.). The high infection rates among women and girls are attributed to unequal power relations, male hegemony, women's limited access

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2   Republic of Uganda 2014 National Population and Housing Census 2014: Provisional results, UBOS: Kampala.

to productive resources, low educational levels among women and restricted mobility (FOWODE, 2010; Kyomuhendo, 2010).)

3.2.3 Physical safety and bodily integrity

Physical safety and bodily integrity of girls and women are important for women's status. However, sexual and gender-based violence (SGBV) remains a major issue of concern in Uganda (UBOS, 2012a). According to the Domestic Violence (2010) SGBV manifests itself in various forms, including physical (wife battering, i.e. beating, pushing, cutting, burning and throwing objects, murder, denial of basic necessities such as food and medical services); sexual (rape, defilement, sexual slavery, sexual abuse and harassment, rape, abduction, trafficking, forced prostitution and harmful cultural traditional practices, namely female genital mutilation [FGM], marriage by abduction, child marriage, widow inheritance); economic violence (destruction of property, denial of inheritance rights to women and girls, denial of the right to work or to engage in gainful employment); emotional, verbal and psychological abuse (repeated insults, ridicule or name-calling, repeated threats to cause emotional pain, repeated exhibition of possessiveness, stalking, invading one's privacy) (The Republic of Uganda, 2010b). Although both women and men experience SGBV in Uganda, women are more likely to suffer every form of violence (UBOS, 2006), with most violence being committed by an intimate partner.

Overall, more than two-thirds (68%) of ever-married women aged 15-49 have experienced physical, sexual or emotional violence by a husband or other intimate partner; almost half of women (48%) have experienced physical violence – most often being slapped, punched, pushed or kicked; over one-third of women (36%) have experienced sexual violence, most often being forced to have sexual intercourse; nearly half (49%) of women have experienced emotional violence by their partner, such as being insulted, humiliated or threatened (UBOS, 2007). According to UBOS (2012a), there has been an increase in GBV and a reduction in sexual violence, with 56% of Ugandan women aged 15-49 having experienced physical violence at least once compared to 55% of men, and 28% of Ugandan women and 9% of men aged 15-49 having experienced sexual violence at least once in their lifetime (ibid.). Further, 60% of ever-married women and 40% of men aged 15-49 have ever experienced emotional, physical or sexual violence from a spouse and only about 40% of the abused women have sought assistance from any source (ibid.). Domestic violence is reported to have increased by 18.4%, from 2,793 cases reported in 2012 to 3,426 cases reported in 2013 (Uganda Police , 2013; UBOS, 2013).

Accordingly, the cost of SGBV to women, their children, families and communities is a significant obstacle to reducing poverty as well as achieving gender equality, peace and development (UN Economic Commission for Africa).[3]

3.2.4 Economic empowerment

Poverty, in its complex and multi-dimensional nature, remains a major concern for many households in Uganda today. While there is evidence that poverty has reduced in Uganda, the 2014 Poverty Status Report reveals that 19.7% of the population remained poor and 43.3% Ugandans were insecure although they were above the poverty line (MoFPED, 2014). Gender inequality in poverty experience is reflected in the high Gender Inequality Index (GII) of 0.577, with a ranking of 116 out of 145 countries, which is lower than some countries in the East African region (United Nations Development Programme [UNDP],

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3   http://www1.uneca.org/Portals/awro/Publications/21VAW%20in%20Africa-A%20situational%20analysis.pdf.

2011).[4] The average income for female-headed households is below that for male-headed households, and are estimated at USh. 176,000 and USh. 243,000 respectively. No significant improvement in income has occurred since 2009 in female- and male-headed households (UBOS, 2010, 2013).

Gender differences in poverty and vulnerability are attributed to gender inequalities in education, gender division of labour, access to and control over productive resources and cultural attitudes and beliefs about women's and men's status/positioning in society, all of which disadvantage the women (Blackden, 2004; Devereux, Lwanga-Ntale and Sabates-Wheeler, 2002; Kamuhanda, 2010; Nordic Consulting group (NCG), 2008; UNFPA and MoGLSD, 2009).

Gender division of labour: Socio-cultural stereotypes about the roles and responsibilities of men/boys and women/girls remain apparent in Ugandan society and is characterised by unequal gender division of labour at the household level where women and girls undertake the bulk of domestic roles (NCG, 2008). While men perform one single activity, women engage in multiple roles simultaneously. According to UBOS (2010)[5] women spend four hours more on care labour activities compared to men, who spend six hours more than females on economic activities. Women's time burden constrains their ability to attend to their health and that of their children and engage in market work/productive activities (Agénor, 2013).

Access to and control over productive resources and assets: Ownership and control of productive resources/assets by women and men influence their participation in the development processes at all levels (UBOS, 2012b). The NCG study reveals that women's ownership of registered land improved from 7% in 1995 to 18% in 2008 (especially in urban areas – 16% in the Central region and 7% in the North) although average land acreage remains small. According to the Uganda Demographic and Health Survey 2011 (UBOS, 2012a), men (63%) aged 15-49 were more likely to own a house than women (44%) and also more likely to own land (58%) than women (39%). UBOS (2012a) further shows that the majority of women own assets jointly with their husbands (29% joint house ownership; 25% joint land ownership). Rather than being landowners in their own right, women typically access land through male relatives, usually their husbands or sons (Bomuhangi, Doss and Meinzen-Dick, 2011). Only a few women have been able to purchase land individually. Limited ownership of productive resources such as land and other assets for women has implications for accessing financial services such as credit since such properties form the collateral that is often used as a guarantee for obtaining credit in formal financial institutions. In addition, ownership of assets confers additional economic value, status and bargaining power.

Labour force participation: In Uganda, women constitute over half (53.3%) of the labour force (economically active) and participation in employment has increased for both men and women from 70.9% and 69.8% in 2005/06 to 75.6% and 75.2% in 2009/10 respectively (UBOS, 2010). While wage employment is limited for both men and women in Uganda, men account for a quarter (25.6%) of the labour force compared to women, who constitute only slightly more than one-tenth (11.7%) (MoFPED, 2009). This implies that most people derive their livelihood from self-employment and subsistence agriculture. Many Ugandan females (70.6%) are more likely to work in agriculture and fisheries as their main occupation than any other sector compared to males (66.5%).

There is structural segregation in employment, with men accounting for 71% of workers with better

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4   Rwanda (ranked 82 out of 145 countries) and Burundi (ranked 89 out of 145 countries).
5   UNHS 2009/10.

remunerated positions (Ellis *et al*., 2007) and 56% of employed women working in the lowest paying sectors – agriculture, households, mining, quarrying, hotels and restaurants – as compared to 35% of men (MoFPED, 2009). In wage employment, the male participation rate in high-wage sectors is more than three times that of women (MoFPED, 2009). Many women in Uganda are engaged in unpaid work, especially domestic work, while those in paid work earn very little income (MoFPED, 2013). In the private sector women receive lower wages than men for the same work and earn less that 75% of the average male wage (ibid.). Gender-based job segregation in Uganda is attributed to women's low levels of education and hence possession of low-level skills, time demands and lack of flexibility due to domestic responsibilities, especially care for young children and other family members, such as the elderly (MoFPED, 2009; Fofack, 2012; Kasirye, 2011; Morrison, Raju and Sinha, 2007).

Gender and financial services inclusion: Financial services such as savings products, credit and loans, payment and money transfer services, as well as insurance have proven to be great tools for mitigating the effects of low, irregular and unreliable incomes, which keep many people below the poverty line. However, access to financial services by women in Uganda remains limited. A national survey on demand, usage and access to financial services (FinScope Uganda, 2009) indicates that more men (31%) than women (26%) are formally served by the formal financial institutions, with more males (24%) than females (17%) being in the banking sector (ibid.). The proportion of those using the informal financial services is higher, with more females (43%) than males (41%), while financial exclusion is higher for women (31%) than for men (28%) (FinScope Uganda, 2009). The data further show gender disparities in saving, with more males (61%) than females having savings (ibid.). More men (27%) than women (21%) save or invest with banking institutions, with the same trend being evident in relation to the usage of other formal institutions.

Access to institutional credit and targeted transfers can be an important mechanism in poverty reduction, social protection, and income redistribution programmes (Rivero-Fuentes and McKernan, 2005). According to FinScope Uganda (2009), there are more females (36%) than males (34%) who have never accessed a loan/credit. Another study, undertaken by DFCU Group (2008), observed that while in Uganda women own about 39% of businesses with registered premises, they receive only 9% of commercial credit. Borrowing from the different financial institutions is gendered as shown in Figure 1 below.

Figure 1: Access to credit/loans by sex and borrowing strand

	Bank loan	Credit with other formal institutions	Credit with informal institutions	Borrowing from friends/relatives	Excluded
Male	5	1	31	8	55
Female	4	2	32	6	56
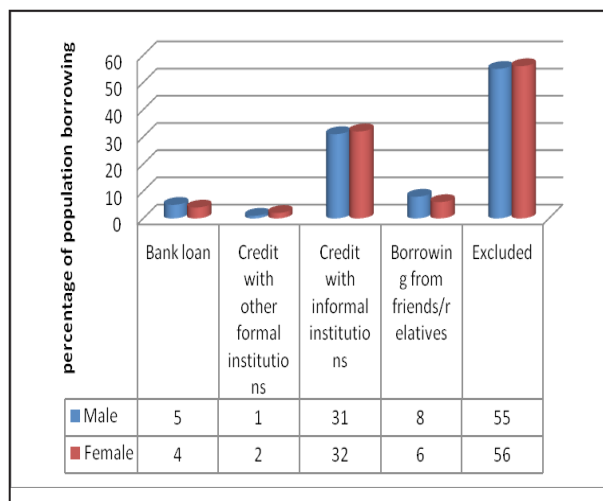
While over half of the respondents reported limited access to credit, slightly more women (56%) than men (55%) had no access to loans, with more women (32%) than men (31%) accessing credit from informal institutions and more men (5%) than women (4%) from the formal banking institutions.

Source: FinScope Uganda, 2009

3.2.5 Leadership and political participation

There is an increase in the proportion of women's participation in politics in Uganda. Women's visibility in Uganda's parliament has increased between 2001 and

2016 (24. 5%, 2001– 2006; 29.8%, 2006–2011; and 34.9%, 2011–2016) (Froimovich *et al*., 2013). In the current parliament, there are 112 district women members of parliament representing each of the 112 districts (ibid.).

Table 4: Women in the Uganda Parliament, 1989-2011

Women in the Ugandan Parliament, 1989–2011.

	1989	1996	2001	2006	2011
Open seats	2	8	13	14	11
District reserved seats	34	39	56	79	112
Seats reserved for groups					
Youth	–	–	2	1	2
Persons with disabilities seats	N/A	N/A	2	1	2
Workers	–	–	1	2	2
Army	–	–	–	2	2
Others[a]	2	–	1	1	4
Women[b]	38 (16.0)	47 (17.0)	75 (24.7)	100 (31.4)	135 (34.8)
Total MPs (men and women)	238	276	304	319	388

Sources: Based on data from Tripp, 2006, p. 116; Muriaas & Wang, 2012, p. 312; Inter-Parliamentary Union (http://www.ipu.org); official website of the Parliament of Uganda (http://www.parliament.go.ug/new/).
[a] In the Fifth Parliament (1989–1996), this refers to historical members and others nominated by the president. In the subsequent parliamentary periods the numbers refer to ex-officio members of Parliament appointed by the president.
[b] Percentages of women MPs in parentheses.

Source: *Wang (2013)*

Within the three arms of government (the executive, parliament and the judiciary), one (parliament) is headed by a woman – and this is one of the highest-ranking positions in the country. Although women remain few at this level, the choice of a female speaker of parliament is a critical step towards having women in key leadership positions. A glance at the composition of cabinet tells a mixture of successes and gaps in terms of political leadership by women. The 2013 composition of the executive shows that none of the six topmost government executives is a woman. The president, vice president, prime minister and all the deputy prime ministers are men. This has been the case since 2005 when Uganda dropped the first ever female Vice President on the continent (Rubimbwa and Komurembe, 2012).

Table 5: Composition of cabinet ministers by sex

Composition of cabinet by sex	Female	Male	Total	% F	% M
President	0	1	1	0	100
Vice president	0	1	1	0	100
Ministers	9	19	28	32	68
State ministers	13	33	46	28	72
Total	22	54	76	29	71

*Source:*www.e.go.ug/new/index.php/members-of-parliament/cabinet-members

Uganda's executive arm of government is composed of 26 ministries with a total of 77 cabinet members. Of the 28 full cabinet ministers, nine (32%) are women. Women also account for 28% of ministers of state and an overall 29% of the entire cabinet. Women have, however, been appointed to head the key ministries of Finance, Planning and Economic Development, Education, Health, Energy and Mineral Development as well as the Ministry of Trade and Industry. There is a promising trend of women taking up leadership in committees of parliament as reflected in the 6th, 7th and 9th parliaments. The number

of women committee chairpersons and vice chairpersons increases with the increase in the number of women legislators in parliament (Figure 2).

Figure 2: Female representation (%) on parliamentary committees
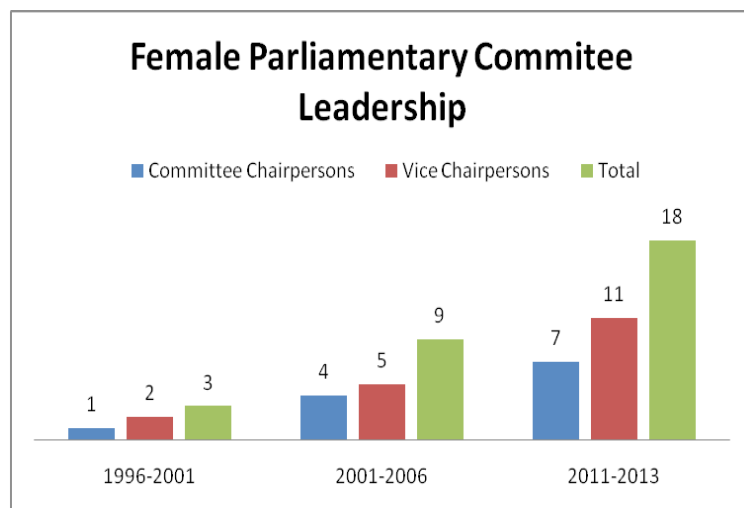
At the local government level, women are represented in all local council structures (MoFPED,2013).The presence of women in the national legislature and other elected offices is closely associated with the adoption of women-friendly policies and improves their status, recognition and self-confidence (ibid.). Patriarchal obstacles and the demand for women's labour in the domestic realm still impede women's full participation in politics at local and national levels (ibid.).

Source: *Parliament of Uganda: http://www.parliament.go.ug/new/index.php/parliamentary-business/ committees*)

Overall, there is an increase in women's political representation in Uganda, a trend that illustrates a historical breakthrough. However, their numbers are still significantly low compared to their male counterparts and this gap needs to be addressed. A glance at the key positions in management and leadership in the public service indicates low representation of women in senior management positions. By 2012 there were only three women permanent secretaries out 23 across all public ministries (Table 6).

Table 6: Overall staff postings in Uganda's public service per designation as of 2012

Posting as per MoPS* 2012	FEMALE	MALE	Total	%F	%M
Chairperson/Secretary of Commission	18	35	53	34	66
Permanent Secretary	3	20	23	13	87
Director/ED/Ass./Deputy	17	35	52	33	67
Under-Secretary	14	29	43	33	67
Commissioner	20	78	98	20	80
Ambassador/Deputy Ambassador	63	126	189	33	67
Assistant Commissioner	46	160	206	22	78
Principal Officer	228	541	769	30	70
Accountant/Ac. Assistant/Ac. General	128	245	373	34	66
CAO	17	120	137	12	88
Chief Magistrate	52	137	189	28	72
RDC	43	134	177	24	76
Senior Officer	715	1,196	1,911	37	63
Clerical Officer/Receptionist	1,642	969	2,611	63	37
Consultant/Senior Consultant	22	66	88	25	75
Medical Officer	87	173	260	33	67
Senior/Assistant/Private Secretary	56	36	92	61	39

Senior/Assistant/Private/Special Presidential Advisor	28	59	87	32	68
Nurse (Enrolled and Registered)	990	126	1,116	89	11
Officer/Assistant	952	1,854	2,806	34	66
Askari/Cleaner/Support Officer	245	385	640	38	62
Driver	20	859	879	2	98
Grand Total	**5,406**	**7,383**	**12,799**	**42**	**58**

*MoPS= Ministry of Public Service

4. Assessment of ACFODE-KAS

Programme Partnership

This section presents views from beneficiaries, non-beneficiaries and key informants in relation to the four programmes of the ACFODE-KAS partnership: Women's Effective Participation in Politics and Decision-making; Women's Rights based on CEDAW; the Youth Programme; and Institutional Development. First, a description of the background of the evaluation participants is presented.

4.1   Socio-economic and Demographic Backgrounds of Participants

ACFODE programme beneficiaries and non-beneficiaries had varied socio-economic and demographic backgrounds – with regard to sex, age, marital status, education level, occupation and major source of income.

4.1.1   Demographic characteristics

Table 7 shows that 74.4% of the participants were female while 25.5% were male. The high representation of women in the study can be attributed to ACFODE-KAS programmes that target women in the areas of operation. Regarding marital status, 65.6% of the beneficiaries were married; 8.9% single; 10.9% widowed; 52% were cohabiting; while 2.6% were separated/divorced.

Table 7: Demographic information on participants

Sex	Frequency	%
Female	143	74.4
Male	49	25. 5
Total	192	100

Marital status		
Married	126	65. 5
Single	15	7.8
Cohabiting	1	0. 52
Widow/widower	21	10. 9
Separated/divorced	5	2.6
Non-response	24	12. 5
Total	192	100

4.1.2 Socio-economic backgrounds

By religious affiliation, the majority of the participants were Protestants (34.3%) and Catholics (31. 3%) while the least represented group was Islam (6.7%). Pentecostals formed 13.5% while others were 14.0% (Table 8).

With regard to education level, most of the participants had attained tertiary/university (35.4%) education, followed by secondary education (30. 2%). Those who had completed primary level were 14.0% while those who had attained other levels of education (Senior 1 and 2; Junior 3; Primary 8) comprised 20.3%.

At 32.8%, farmers constituted the highest number of participants, followed by politicians (17.1%). Teachers formed 10.4%, housewives 2.1%, while other occupations (businessperson, pastor/preacher, NGO officer, local government official, matron, medical/social worker, cleaner/attendant, carpenter) were represented by 37.4% of the participants.

The majority of the participants were earning a living through farming (52.0%), followed by salaried work (11.9%) and small retail businesses (10.4%). Other participants earned a living through consultancy, brewing, pension and vocational skills training businesses (23.9%). Some other participants earned a living through donations from family members (0.5%) and large-scale businesses (1.0%). The high percentage of participants earning a living through agriculture indicates that ACFODE largely targeted the grass-roots population, particularly those women who derived their livelihoods from the agricultural sector, especially from subsistence farming.

Table 8: Socio-economic backgrounds of participants

Religion	Frequency	%
Protestant	66	34.3
Catholic	60	31. 2
Pentecostal	26	13. 5
Islam	13	6.7
Others	27	14.0
Total	192	100
Education level	Frequency	%
Primary level	27	14.0
Secondary	58	30. 2
Tertiary/university	68	35.4
Others	39	20.3
Total	192	100.0

Occupation	Frequency	%
Teacher	20	10.4
Housewife	4	2.1
Politician	33	17.1
Farmer	63	32.8
Others	72	37.4
Total	192	100.0

Source of income	Frequency	%
Salaried job	23	11.9
Farming	100	52.0
Donations from family members	1	0. 5
Small retail business	20	10.4
Large-scale business	2	1.0
Others	46	23. 9
Total	192	100.0

4.2.   Women's Effective Participation in Politics and Decision-making

This programme started in 1989 with the aim of increasing transformative representation of women in political and decision-making positions. It supports women in voicing their concerns in the local political spaces and in effectively monitoring government commitments. The strategic focus of the programme is to train women leaders in the importance of increasing women's representation in political structures and bringing to light the principles of democratic governance, representation and political pluralism. The programme targets both the active and potential women leaders at the district and sub-county levels to

strategically position themselves for leadership in a multiparty dispensation in Uganda, and to compete favourably with men in building leverage around their political demands.

The findings indicate that prior to this intervention, women's participation in the public space was very limited owing to traditional gendered exclusions ingrained in patriarchal societies. Women largely lacked voice and decision-making opportunities at the household and community levels; experienced high rates of violence from their spouses; had low self-confidence and self-esteem; lacked opportunities for accessing education, owning property and engaging in economic activities; and their mobility was severely restricted. The programme is reported to have improved the status of women regarding political representation, participation and decision-making. The unexpected benefits include improved gender relations reflected in the reduction in domestic violence, increased women's economic empowerment and improved household sanitation.

The findings also show that the programme has benefitted the wider community through increased women's participation in local politics; the challenging of gender stereotypes; increased awareness of women's rights; improved gender relations; the creation of greater community respect for women; and a reduction in corruption. However, women's participation in politics is still constrained by their lack of time due to family demands and low confidence to speak in public, among others.

The major success factors included the focus on women's issues and ACFODE's targeting of the grass-roots/local communities. The challenges and weaknesses of the programme include limited finances, withdrawal of ACFODE from the communities and the lack of local offices. The participants, however, identified possible options for improvement, such as: establishing local/grass-roots ACFODE offices; increasing financial support to the communities; supporting new and refresher training; and increased community participation in programme design.

4.2.1   Women's situation before the programme

Evaluation findings demonstrate that before the Women's Effective Participation in Politics and Decision-making (WEPPDM) programme was implemented in the area of operation, women's participation in politics was very limited owing to lack of leadership skills to effectively compete with men and awareness of their rights as equal partners with men in development. Other constraints included women's limited self-confidence and self-esteem, which hindered them from moving beyond their household spaces to engage in politics.

Gender-based discrimination and roles: Gender discrimination was and remains one of the hindrances to women's participation in political engagements, particularly relating to the traditional gender division of labour and expectations that relegate women to the private/domestic sphere. In relation to this, a female participant (Lira district) remarked that 'women could do certain jobs, they had no rights, and could not come to public meetings.' In all districts, it was revealed that women were traditionally expected to seek male permission to participate in activities outside the domestic space. This limited their opportunities for mobility and networking, including taking up leadership positions. In Apac district, a female beneficiary revealed that:

> *Before I joined ACFODE, my life was hard because at times the man in the house would not allow me to go anywhere or do anything...*

...Life was hard because you could go and call people for a meeting and you find only men in that meeting, women remain in the village because the 'law' does not allow them to come for the meeting. Women would not be in the meeting because their husbands didn't understand that it is important for the women to be in the meetings as well.

This was confirmed by men. For example, in Pallisa district, a male participant stated that '...in the past, men would not allow their wives to stand and speak before a group of people.' Several women revealed that they had experienced challenges in gaining their husbands' consent to move out and engage in politics and other public responsibilities.

The participants also noted that the incidence of violence against women was very high in the past. One female participant (Soroti municipality) illustrated this thus: 'There was too much violence, especially among the married. Men wanted to dominate all issues concerning their wives.'

There were limited opportunities for the education of girls, inheritance, ownership of property and owning and operating businesses, which in the long run curtailed women's participation in leadership because of lack of knowledge, skills and income. Consequently, women largely depended on their husbands for basic needs. This is demonstrated by the following quotation:

...I waited for my husband to provide what to eat and wear. Even if I admired something, I had to wait upon my husband. ...I was just a mere housewife until ACFODE trained me...I could not think of having money and I did not have money... (Female participant, Pallisa district)

The above voices indicate that before the programme, women's lives were characterised by male control, limited development opportunities and economic challenges. These constraints have a direct bearing on women's effective participation in political leadership at every level of society.

Low self-confidence and self-esteem: Many participants noted that women were affected by lack of self-confidence and low self-esteem and that this hindered them from engaging in political leadership. In relation to this, several female participants noted the following:

I could not talk in public and to a big gathering of people and could not speak to people freely because I feared... (Female councillor, Pallisa district)
Before joining ACFODE, I would fear to speak out my mind or would fear to give out my opinion or views thinking that people would not take my views, like those days when people didn't listen to women's opinions or would not accept women's opinions. (Female councillor, Apac district)

The low self-confidence and self-esteem exhibited by women in the past were made worse by the already existing social discrimination against women. This discouraged women from vying for higher leadership positions, and the few who did concentrated on 'deputising' and 'vice-chairing'. Findings show that women's circumstances prior to the programme needed attention, hence the relevance of the programme to their needs.

4.2.2   Women's participation in the programme

Participation in the programme activities

One of the criteria used to assess the programmes was the level of participation by the beneficiaries. Most of the beneficiaries of the programme who participated in the evaluation joined between 2006 and 2014. The programme activities were centred on training and sensitisation related to political participation and council meeting procedures (37.6%) as well as training in economic empowerment and the formation of groups (30.1%). Training also focused on children's rights, sexual and gender-based violence (SGBV), gender roles (23.7%) as well as women's rights, health, and family development (16.1%), as indicated in Table 9. Most beneficiaries were trainees (51.3 %) while others were trainers (28.8%), mobilisers (17.5%) and mentors (2.5%).

Table 9: Main programme activities

Activities	Frequency	%
Training in leadership, political participation, council meeting procedures	35	37.6
Sensitisation regarding women's rights, health, family development	15	16.1
Sensitisation regarding child rights, abuse, rape, defilement, domestic violence, gender roles	22	23.7
Training in economic empowerment, formation of groups	28	30.1
Total	**100**	**107.5**

The findings further indicate that women beneficiaries were involved in gender equality and women's rights awareness training; political leadership training; sensitisations to the dangers of domestic violence and girl child discrimination; the formation of village savings and loan associations (VSLAs); and sharing development experiences. Other activities included the identification and training of community role model couples to encourage the sharing of roles and equality between men and women; encouraging good governance and gender accountability; as well as involving women in budgeting, gender mainstreaming and advocacy.

Several participants reflected on the focus of the training, including public speaking and women's rights as follows:

> *They taught us to prepare the words we were going to speak to people so that you knew how to start and stand like you are equal to the people you are requesting votes from but also to dress smartly. (Female participant, Pallisa district)*
> *ACFODE came to teach us on issues of domestic violence or gender-based violence and women's rights. When they teach us, we go back to our communities and teach others as well. (Female participant, Apac district)*

Targeting and local involvement in programme design

The findings show that women leaders were mainly targeted for training. The participants were identified through district and sub-county offices, such as the Community Development Offices and the offices of the sub-county chiefs. However, the beneficiaries in Soroti district were selected through their political parties. Special attention was given to disadvantaged groups such as the PWDs. The PWDs commended ACFODE for involving them, as reflected in the statement below:

I am grateful to ACFODE programme. It has empowered persons with disabilities in Ibuje, our rights are being respected, we are aware of our rights and our ideas and decisions are being respected and honoured at all levels in the community. We now have a say, unlike before. (PWD, Apac district)

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Consultation with the local population during programme formulation is a key element of programme design. While programme staff reported that consultations were held at the design stage to identify issues affecting women in the community, the women, however, reported that there were limited consultations made at the design stage across all programme sites except in Ibuje sub-county (Apac district). A remark by a female participant in Soroti municipality reflects the feeling of many participants. The participant revealed that 'they just came to us and trained us. Our involvement was only participation and not drafting of the programme.'

The participants reported being more involved during the implementation rather than the design phase. Thus, some of them worked as programme mobilisers and implementers during and after the programme activities. It was only in the districts of Rukungiri, Kisoro and Apac that the participants reported that they had been consulted during the programme design phase.

4.2.3   Programme impact and effectiveness

Individual and household impacts

At individual level, a number of benefits were highlighted, including women's increased participation in political and socio-economic activities, improved women's visibility in politics, general awareness of women's rights and increased interest in political leadership. While women's voices were previously silent in the public space, including the political arena, ACFODE's training helped to create awareness as well as impart knowledge and skills that have enabled more women to gain access to gainful political engagement and decision-making opportunities, as shown in Table 12.

The majority of the women had their confidence and self-esteem built (73.9%); gained knowledge, information and skills regarding political leadership (72.8%); and became aware of women's rights (67.4%). Other benefits included gaining an income (6.5%) and other benefits (8.0%), such as women's participation in development programmes; networking with other women; health and sanitation awareness; sharing family responsibilities; dressing decently/smartly for public appearances; education for girl-child awareness; lobbying and advocacy skills; and economic empowerment for women.

Table 10: Individual benefits

Individual benefits	Responses	
	Frequencies	%
Confidence/self-esteem	67	73.9
Knowledge, information and skills	67	72.8
Awareness of women's political rights	62	67.4
Income	6	6.5
Others	19	20.7

Acquisition of knowledge, information and skills regarding political leadership: Both the interviews and FGDs showed that the majority of the women appreciated the skills and knowledge obtained which they said had enhanced women's interest in political leadership. A few examples of their accounts are given below:

> *...since the trainings, my attitude has changed and I am now very positive in challenging men for political positions. I will be contesting for the position of district chairperson in 2016... (Female participant, Lira district)*
>
> *The achievements I ride on are mainly because I trained with ACFODE. I can tell you that the leaders trained and mentored by ACFODE programme became good leaders. (Female participant, Tororo district)*

Knowledge and skills acquisition is important for women to actively engage in political leadership, especially when it comes to participating in council debates. Several female participants noted that prior to the training, men used to intimidate women during the meetings while discouraging them from giving their own views. Below are examples of participant voices regarding this:

> *You know men used to intimidate us. You want to bring a point and they start point of order, point of information but because of the training we can also say Mr Speaker am I protected? (Female PWD, Soroti municipality)*
>
> *We now talk in meetings but we used not to talk and would only let men run the meetings. On occasions, men were the only masters of ceremonies but now women are doing the same. For example in this sub-county the speaker is a woman (Kisoro district).*

Confidence/self-esteem: The programme has also increased women's self-confidence and self-esteem, leading to their effective participation in council proceedings and debates and interest in vying for political leadership positions. Women are now able to run for higher political positions such as LC5 and member of parliament. The male and female voices below demonstrate women's increased political representation due to the programme:

> *Women were very dull and could not even contribute towards the discussions in the council. But after the induction by ACFODE, at least there is a lot of improvement. (Male key informant, Dokolo district)*
>
> *When I joined council, I could not even raise my hand to contribute in council because I was too shy and timid. I feared to speak not to make mistakes. I thought people would laugh at me, but after training, I can now ask where I don't understand and I see men as equal to us because they also do not know everything. (Female participant, Tororo municipality)*

Box 2 illustrates how the ACFODE programme has transformed the lives of some women in the area.

Box 2: Case study of transformative change due to ACFODE: District councillor, Rukungiri municipality

When I started the training with ACFODE, I was empowered on how to get information; express myself; approach the town clerks, their assistants and engineers; lobby and advocate for other things. These skills have enabled me to debate effectively in meetings and gain support of other members. ACFODE taught us strategies for engaging in multiparty system; and I used the acquired knowledge and skills to win elections. ACFODE trained us to use the legal documents such as the Uganda Constitution, the Local

Government Act and gave us the Multi-party Organisations Act. I served the district for five years and emerged the best woman on the score card in the district in debates for the district council.

I refer to myself as a politician with a difference because I never stand for a position more than once. I started from LCIII and went to the district level. When Rukungiri town council was made a municipality, I was elected to serve as the speaker of the municipal council. I give credit to ACFODE because I do not think if it had not trained me I would have gained that confidence and experience and the potential people have seen in me.

On a number of occasions, I have been invited to train women leaders of Sembabule, Luwero and Kalangala districts. I recently facilitated a one-day workshop for women councillors in Dokolo district. I have been elected as the vice chairperson of Urban Speakers Association of Uganda. I attribute all this to ACFODE, which gave me the knowledge and empowerment.

Interest in further education: The training has inspired women to improve on their education levels. After the training, several women returned to school to acquire more knowledge and skills to position themselves for economic and political leadership. Female participants commended the emerging trend of interest in education among women, as demonstrated below:

> *Most women are now going back to attain more education to build on their knowledge. For example, I want to go back to school and study tailoring that I can do from my home or I go and study anything that my heart yearns for. And very soon, I will go back to school. All these are because of ACFODE. (Female participant, Apac district)*

> *That much as we are going to be empowered, but still we must go back to school and we attain at least better standards of education. ...So for me, I went back to school, a number of women actually went back to school. They also encouraged the parents, actually the community not to leave our girls at home and that was the time I found that it is good for a girl also to be taken to school and a boy to be taken to school... (Female participant, Lira district)*

As women's interest in leadership increases, so does their interest in education. Education is deemed necessary for women to be effective in their performance. Box 3 illustrates the increased interest among women in furthering their education.

Box 3: From fishmongering to council chambers; a female district councillor, Dokolo district

A 46-year-old female beneficiary owns a retail business and construction firm, and she is also a district councillor in Dokolo. She holds a bachelor's degree in Development Studies, and is currently pursuing a postgraduate diploma in Public Administration and Management. She has been a district councillor since 1998. She narrates:

My situation was bad because I had resorted to fishmongering. I would go in the   morning and buy fish, come back, smoke it and sell. I had lost hope and didn't expect to be where I am today. I had just divorced my husband, had no clothes and slept hungry sometimes. The training I had with ACFODE inspired me, I realised that I could do much more in life. I had dropped out of school in S.3 and didn't think that one

day I would go back to school and study up to the level that I have reached now.

ACFODE training inspired me and raised my hope. I went back to school, completed and got a job in Uganda AIDs Commission, as commissioner. My dream is to continue moving forward and come 2016, I would want to contest as a woman member of parliament, Dokolo district.

Economic empowerment and independence: While economic empowerment was not a direct objective of the programme, women reported widened opportunities to engage in economic activities. In Kisoro, the women underscored ACFODE's holistic training programme focusing on integrating political discussions/ training with economic guidance. During the training, participants were informed that it is difficult to succeed in politics without a strong economic muscle. The participants echoed the following views about women's economic empowerment due to the programme:

> *Today, women jump on trucks to go to the markets, they do business, they are involved in many income-generating activities and have even formed bibiina [village savings and loan schemes] where they save and borrow money for development. (Male participant, Kisoro district)*

Women no longer have to sit and wait for their husbands to provide. Women are now able to pay their children's school fees and some testified to having bought bicycles for their husbands, built better houses and improved household sanitation. Many women have acquired loans to expand their businesses. The majority of the women are organised in groups for social capital. They have joined self-development groups in the form of village savings and loan associations (VSLAs) for economic support and networking. One of the women in Lira district explained that '…over 60% of women are engaged in economic empowerment activities… and the contribution of women is being acknowledged and appreciated by the government…'

VSLA programmes have improved women's livelihoods by increasing their incomes and helping them to live better lives. It was noted that women are given key positions as chairpersons and treasurers in the community savings and credit cooperative organisations (SACCOs) because they are known to be trustworthy. Women were perceived to be less corrupt than men and are increasingly taking charge of group finances in many communities.

At the household level, women reported the realisation of improved gender relations reflected in a reduction in SGBV, in particular domestic violence, the result being relatively stable families with shared family responsibilities between men and women. Many participants mentioned that before the programme, there was a high incidence of domestic violence in target districts but the situation had since improved due to ACFODE's intervention. As an FGD participant in Pallisa district commented, 'Men and women together with their children are now living in peace and harmony in their homes.'

Others noted:

> *…there was too much violence especially among the married. Previously, men dominated all issues of women's lives. Since we had the training, the majority of women have been empowered, they know their rights. They cannot allow to be battered, they are very assertive and ready to report any form of violence by men to police… (Female participant, Soroti municipality)*

...I had a man who used to torture me so I left him and went with my children. I started taking care of myself and my children and I have educated them, one has now finished P.7. I managed to take my husband to police because I knew he was stubborn so there he was warned. This is because of knowing my rights. That's why I thank ACFODE. (Female participant, Soroti municipality)

In Pallisa district, women reported that they shared family responsibilities in farming – ox-ploughing – and domestic chores, including cooking, washing and bathing children, roles that were traditionally assigned to males and females respectively. Owing to ACFODE's training, men can now consult their wives before selling property, unlike before, as illustrated by the quotation below:

In the past men could decide to sell property without telling the wife but now they consult their wives before sale of the property/land. In the past, wives could hear rumours that their husbands bought particular land but right now in case a man wants to buy land, he first consults the wife about it and if he decided to buy he puts the wife and children on the agreement compared to the past. Now men value their wives when selling their property/land. Again a man cannot sell the property without consulting the wife. Men value their wives now.... (Male FGD participant, Pallisa district)

These changes in gender relations were attributed to the involvement of men in the programme activities, which has made them realise the importance of working in harmony and in mutual respect for each other.

Evaluation findings further reveal increased value being put on girls' education. The training about children and women's rights embedded in this programme has encouraged parents to work hard to educate their children, both girls and boys. A male participant from Kiboga district explained that:

ACFODE helped with children's rights. Parents have learnt about the children's rights to education and have enrolled back to school those that had dropped out.

Before ACFODE girl-child education was taken as less important whereby if a parent had limited funds he would only send male children leaving the females at home. But after ACFODE's training, awareness of women's value increased in the community and girls and boys are now equally sent to school. (Male key informant, Rukungiri district)

Parents were reported to be more appreciative of the value of girl-child education now than before.

Significant gains but challenges remain

Although women have made significant gains owing to the programme, some challenges continue to constrain their participation in the activities of the programme. Time poverty remains a challenge for the majority of the women (25%), followed by limited family support (8.7%). A few are still hindered by the challenges of lack of confidence to speak in public (8.7%); lack of interest in debates (6.7%); poor transport; their husbands' objection to participation; disabilities such as hearing impairment; rigid cultural attitudes; and low levels of education, so that they are unable to read English. These challenges are shown in Table 11 below.

Table 11: Challenges faced by the programme beneficiaries

Challenges	Responses	
	Frequencies	%
Lack of time	26	25.0
Lack of interest in debates	7	6.7
Lack of family support	9	8.7
Lack of confidence to speak in public	9	8.7
Others	53	51.0
Total	**104**	**100.0**

In addition to the above, detailed discussions with participants revealed resource constraints on full engagement in programme activities, such as limited funds for community mobilisation and sensitisation, especially for transport and scholastic materials.

Impact on the community

Community benefits range from community respect for women and freedom, increased women's representation in leadership, to participation in local development and reduced corruption.

Community respect for women: One of the major benefits for the community was increased community awareness about women's right to participate in the politics and leadership, as was reported by the majority of the women (78.5%). The findings reveal that the programme has influenced changes in attitudes towards women through respecting their interests, unlike before. There is improved women's mobility and use of information communication technologies (ICTs) – such as radios and mobile phones. Some people labelled women's freedom as 'development' in their communities, given that it allows them to join community meetings, political leadership and economic activities. The participants' voices reflect this:

> *The programme helped to reduce discrimination against women. It has helped women to join leadership and share public places and move freely in the public, listen to news. Some homes broke down previously because of radios. A radio was supposed to be locked in the cupboard and only the man was entitled to the key. Nowadays you find a woman listening freely to a radio... (Male FGD participant, Pallisa district)*

> *Today women are the majority in the meetings. After ACFODE's trainings, people in the villages began to realise that women are important. (Female participant, Apac district)*

Increased women's representation in political leadership: According to 42% of the women, the programme has contributed to increased female representation in political leadership.

> *Women in the villages now have the interest to contest in politics or leadership. They have the interest to speak or give their opinion in public or among people. (Female participant, Soroti district)*

> *The coming of ACFODE has driven away the inferiority complex in women. Before ACFODE, we always thought a woman cannot stand on the same post with a man. Now we compete for different posts at different levels, say at LC1, LC2, LC3 and LC5. As we talk now, the chairperson of this village where we are, Buhangura, is a woman. Women nowadays feel free to stand on any post provided they are able to extract the duties of the position. (Female participant, Kisoro district)*

We have seen the increment in the number of women...coming up and participating in political activities and also empowerment...(Key informant, Soroti municipality)

The increased participation of women in political and decision-making structures signifies ACFODE's achievement of the set objectives for this programme, which demonstrates the relevance and effectiveness of the programme to the women and communities in general.

Participation in local development and reduced corruption: Women further reported increased women's participation in community development (25%), which has contributed to a reduction in corruption. Women are entrusted with key leadership positions such as chairpersons and secretaries for finance in community development initiatives because of their known budget monitoring skills gained from the training that enhanced their ability to monitor budgets in the implementation of local community development interventions. Women have proved to be trustworthy in handling finances:

Women are now interested in positions of treasurer and chairpersons...people know that women are strong people and can keep money up to millions. (Female participant, Pallisa district)

Women can now take part in budgeting and approval...can now take part in almost everything including government development programmes such as NAADS. (Female participant, Lira district)

Politically you cannot find a woman trained by ACFODE going without direction, because they are trained to demand and ask questions. (Male key informant, Soroti municipality)

Other community-related impacts include challenging gender stereotypes that hold that leadership is a male domain (25.8%); increased awareness of the importance of girl-child education; the acquisition of skills; the availability of mentoring/counselling services; and the presence of confident women in the community. In education, women's lobbying and advocacy efforts have resulted in the construction of one girls' secondary school in Dokolo, with a second one under construction. Other changes that have occurred include communities' appreciation of girls' property inheritance rights and ownership of resources. In Pallisa district, it was noted that boys were increasingly becoming drug addicts and irresponsible compared to girls, and parents were beginning to entrust girls with property, unlike before.

There is a general alertness among community members about the influence of ACFODE on women's economic, social and political empowerment. In an appreciative view of ACFODE, a male community member (Kisoro district) perceived women as '...very powerful these days...'

Field evidence demonstrates that the programme has yielded both expected and unexpected results at the individual, household and community levels, indicating efficiency. Compared to women's prior situation, it is clear that the set objectives have largely been met, in spite of the challenges that still abound.

4.2.4   Programme success factors

The programme's major success factors were noted to be the focus on women's issues (41.9%) and working at the grass roots/local level (37.1%). The funding support extended to the activities was also cited (6.7%) as important. Voices from FGDs and case studies reveal that before ACFODE's intervention, debates and dialogues on women's rights, empowerment and girl-child education were very rare in the

communities. In relation to this, one of the programme beneficiaries in Kisoro district said that 'before ACFODE, I never knew that women had a right to speak in public or to sit with men in meetings'. A participant from Soroti municipality also stated that 'to me the main strength of ACFODE is advocacy.'

Many participants mentioned that women were trained to be courageous, hardworking, confident, foresighted and honest for effective participation in political leadership.

They stated that ACFODE was strong in community mobilisation and training, in building women's capacity, and had good relations with local stakeholders. Other success factors cited included: targeting the relevant categories of people; encouraging education for both boys and girls; advocating equal rights and social accountability; as well as focusing on women's freedom and improved family relations in communities. ACFODE-KAS' flexibility was applauded, as depicted in the following excerpt:

They also involve the stakeholders and even the beneficiaries in the monitoring and evaluation of their programme. And also when they are initiating a new programme, they always come to consult and hear from the people in terms of what they want. So they are flexible. ...sometimes they come with some programmes and when you tell them that this one is not fit for this particular area, they are flexible and they are ready to change and take it to the area that needs that programme. For example, when they came up with the programme of bringing men on board, we realised that there is a sub-county called Anai where there was a man who had just killed his two children. So they said that let's take this programme to Anai and immediately they accepted and that programme was taken to Anai. (Key informant, Pallisa district)

The programme has also built women's capacity to reason, identify their abilities and self-worth as well as dealing with domestic challenges.

4.2.5   Challenges of the programme

In terms of challenges, most participants identified poor financial and material facilitation as the major weakness of the programme (58.7%), followed by the halting of the training (38.7%) and lack of grass-roots offices (22.7%) (Table 13).

Table 12: Challenges of the programme

Weaknesses	Responses	%
Lack of financial and material facilitation	44	58.7
Halting of training	29	38.7
Lack of grass-roots office	17	22.7
Limited district coverage and targeting of only a few women	7	9.3
Few ACFODE facilitators at local level	1	1.3

NB: Total percentages are more than 100% because of multiple answers

On halting training, the participants mentioned that much of the training took place in 2006 but the momentum had reduced since then. There was concern that many councillors who were trained by ACFODE were no longer in active politics and hence the need to train new councillors for them to perform effectively, yet ACFODE's programme had ended. A key informant explained that:

There is a big difference between councillors who were trained by ACFODE and the current ones that have not been trained in the way they debate, behave and perform. (KIIs, Rukungiri district)

The programme's limited coverage was cited by 9.3% of the women, who reported that ACFODE-KAS focused on a few villages while leaving out other deserving areas. In Apac district, a key informant said that 'in Apac we have eleven lower local governments but ACFODE works in four or three sub-counties'. This has limited the scope for programme impact for the majority of Ugandans.

There was a general feeling that ACFODE-KAS should take some time to follow up on the programmes and participants. This is revealed in the FGDs in Soroti district, in which a remark was made to the effect that 'when ACFODE trains and spends another four to five years without coming back, it's like a drop in the ocean and people even forget them'. This illustrated a weakness in the monitoring and evaluation mechanism, an important element of programme implementation.

The beneficiaries, specifically those in Soroti district, had expected ACFODE to facilitate exchange visits for them, which was never realised. They argued that this would have enabled them to share knowledge and experiences with other women in other parts of the country. In addition, the PWDs felt that their needs were not adequately catered for by the organisers, especially where the training venues did not have friendly facilities for PWDs.

Some participants, especially men, felt that the programme's exclusive focus on women leaders left out the men, who needed skills as well. They noted that more involvement of men would have enabled effective community mobilisation and sensitisation. The men observed that the strategy of door-to-door mobilisation needed to be reinforced by other methods, such as community gathering.

The findings further reveal that ACFODE-KAS did not properly plan the sustainability and exit strategy:

The challenge is that ACFODE did their work and by the time they were phasing out, they didn't bring other stakeholders on board in order to continue with the programme. As a district we expect that when you are doing something with us, you need to incorporate staff from the line department you are operating in such that when you leave, the department continues with the programme, keep on reminding the community about what was going on. But when you leave it just like that, you can easily be forgotten about, everything that you have been doing. (Key informant, Lira district)

While the strengths given above indicate a high level of programme efficiency and effectiveness in achieving the objectives, the weaknesses, especially limited financial support and limited monitoring and evaluation, have negative implications for programme sustainability and efficiency. These challenges need to be addressed.

4.2.6 Opportunities for improvement

The respondents suggested several options for improvement of the programme with reference to impact, efficiency, effectiveness and sustainability. Key to these were: the need to open offices at the grass-roots level; the provision of more financial support to local mobilisers; and regular monitoring and evaluation by ACFODE staff. Box 4 below gives a summary of the suggestions by participants.

Box 4: Suggestions for programme improvement

- The need for refresher training for the trained women leaders as well as training for new councillors and other interested women.
- The need for frequent monitoring and evaluation of the programmes by ACFODE.
- The need to consult communities before programme design and implementation.
- More and consistent financial support.
- Exchange visits with other districts to share knowledge.
- Initiating training programmes on income generation/businesses for women.
- The use of radio talk shows to expand coverage.
- Scaling up the programmes to other sub-counties within districts.
- The use of drama and music at community and school levels to create more awareness.
- Utilising the already existing government structures in districts to implement the programmes, e.g. parish development committees, the local councils, and the office of the Community Development Officer.
- Increasing ground staff in areas where ACFODE has offices.
- Considering the needs of the disabled people.
- Motivation for mobilisers, such as providing them with T-shirts and certificates.
- Increased male involvement in the programme.

4.3. Women's Rights Programme

The Women's Rights Programme aims at promoting the rights of women and girls in line with the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). The programme targets men and women representing various categories of community members, including: local councillors (women and men), opinion and religious leaders, teachers, district local government technical staff, health practitioners, and agricultural workers. The programme focuses on: increasing the capacity of women and men to advocate women's issues in local council meetings; enhancing women's capacity to demand their rights; and working towards a society that guarantees equal opportunities for women and girls, largely through training and sensitisation workshops. The programme activities include the formation of CEDAW committees to popularise CEDAW and community mobilisation and sensitisation with a view to promoting women's rights.

The evaluation revealed that the programme has increased women's and men's capacity to understand and advocate women's and girls' rights such as to a SGBV-free environment, access to education and economic resources; freedom of speech and movement; participation in politics and decision-making. The programme has promoted community awareness of women's rights; increased women's participation in political leadership; promoted women's economic empowerment; and contributed to improved gender relations at the household level. The programme strengths were identified as targeting of women; working at grass-roots/local level; and sensitising the communities. On the other hand, the programme weaknesses were noted to be limited programme coverage; inadequate financial facilitation; lack of local/grass-roots offices; and poor monitoring and evaluation. Opportunities for improvement were identified as: the need for ACFODE grass-roots/local offices; financial support; new and refresher training; and regular monitoring and evaluation.

4.3.1   The situation of women before the ACFODE intervention

An analysis of the beneficiary situation before the programme helps to understand the programme's impact and its relevance to individuals, households and the community. The assessment revealed women's situation before the CEDAW programme, which was characterised by limited knowledge about women's rights; negative attitudes towards women's and girls' rights and dignity; as well as practices that limit women's participation in the development programmes and women's self-progress.

Lack of knowledge about women's rights: The participants reported a general lack of understanding and appreciation of women's rights. A participant from an FGD expressed her limited knowledge of women's rights to access resources and laws addressing SGBV. She stated:

> *We were helpless, we thought that women did not have a right to say no to the spouse in case of sale of land, we did not know where to go when we had problems... even we did not know children's rights and the laws guiding defilement. (Female FGD participant, Lira district)*

The participants attributed their lack of knowledge on women's issues to cultural beliefs and practices, as illustrated below:

> *There is too much culture here in Teso. We were also here just like that doing nothing, the rights of women were also being violated, especially by men, and we didn't know our rights, especially politics where we thought it was only for men...Women were only housewives who were not engaged in any economic activity and only waited for men to provide everything. (Female councillor, Serere district)*
> *I was ignorant about women's rights and responsibilities. I was a 'Yes' to everything. 'Wash my legs!' 'Yes. Yes sir!' 'Do this!' 'Yes sir!' 'Do this!' 'Yes, Sir!' (Female FGD participant, Tororo district)*

The lack of knowledge did not affect only local women but also technocrats and community workers. Their limited knowledge of the women's rights are reflected in the quotation below:

> *Before engaging in the programme, I lacked knowledge about CEDAW, so I was not able to sensitise community members about the same, because the knowledge I had wasn't enough. I had difficulties delivering the services to the community because I did not have reference materials to demonstrate the issues. (KII, Kiboga district)*

Women also lacked awareness about their right to access government services and to participate in government programmes related to health, politics, education and economic activities before ACFODE's intervention. This is demonstrated by a former female councillor, who remarked that:

> *Women were not aware of most development programmes and would not actively participate in any economic activity to earn a living. This made them fully dependent on their husbands for a living. (Former female councillor, Rukungiri district)*

Negative attitudes and stereotypes regarding women: The findings indicate that most of the upheld traditional and cultural views about women were negative, and these included stereotyping, exclusion/discrimination and oppression of women. For instance in Tororo district, a female councillor acknowledged that 'I used to think that…everything was for men, men had a right to direct and decide for women.' Such attitudes towards women have been dominant in society because of fears associated with changing the status quo. These fears perpetuated women's oppression. As another woman from Tororo district remarked, 'We feared going against our husband's views or culture even when it's a wrong or oppressive view or practice'.

Similarly, in Rukungiri a former female councillor said, 'There was a belief that men have a right to beat and discipline their wives and women also accept it as a norm.' She added that in the previous 10 to 15 years, there were many incidents of domestic violence in the community, with men beating their wives.

Living in risky socio-economic and legal conditions: Whereas there are laws that promote women's empowerment and gender equality, before the CEDAW programme women and girls experienced high rates of SGBV, and had limited rights to property ownership and limited mobility. As one of the key informants revealed:

> *…women were at a high risk of being raped and physically abused by men, especially the drunkards. Unfortunately even the duty bearers did not do much to apprehend the women's rights violation culprits. (KII, Kisoro district)*

This created an environment that put the opportunity for women to enjoy their rights and personal dignity at risk. In other cases, the community environment did not support women's freedoms and rights to own property. This contributed to economic deprivation for women, as illustrated below:

> *My condition was bad. Like any other woman, I was not allowed to own property, I was denied freedom of speech at home. Before ACFODE, most women used to run to the Probation Officer in case of problems, which was hectic because of corruption and societal intimidation. Even domestic violence, defilement, raping were common. Whenever a child was defiled, families would run to tell their mothers not to embarrass defilers. (Female case study, Nyarusiza sub-county, Kisoro district)*

Women also lacked problem-solving skills when faced with different challenges such as domestic violence, limited access to education and productive resources, among others.

4.3.2   Local participation in the programme

Participation criteria helped to evaluate the level of participant involvement in terms of programme design, implementation, monitoring and evaluation and the level of support extended to the beneficiaries. The majority of the beneficiaries joined the programme between 2006 and 2014 (52.5%) while others joined between 2001 and 2005 (36.1%). Fifty per cent of the females joined between 2006 and 2014. A few joined in 2000 and before (11.5%). The majority of female (60%) and male (52.4%) participants in the CEDAW programme attended training workshops between one and three times. Others attended over seven times (25.7% of the women and 28.6% of the men) and a few have been trained between four and six times (14.3% of the women and 19% of the men) since the start of the programme. However, many participants felt they needed more training to acquire adequate knowledge of women's rights issues.

Programme activities

The CEDAW programme tackled women's rights in the social, economic, political, health and education spheres. The major activities of the programme were: popularising women's rights in the communities through mobilisation, sensitisation and establishing CEDAW committees. The focus of the training is given in Box 5.

Box 5: Training focus of the programme

- Increased women's participation in politics and leadership.
- Shared roles and responsibilities between women and men in a family.
- Women's rights to property ownership and will-making.
- Encouraging women to return to school and advocating girl-child education.
- Financial literacy.
- Training in self-discovery.
- How to address cases of defilement, rape and domestic violence.
- Promoting gender equality and accountability.
- Girl-child rights and child rights in general.
- Awareness of the responsibilities of government and laws supportive of women's and children's rights.

The community leaders and technocrats were mobilised through sub-county and district authorities while the beneficiaries were selected based on their responsibilities in society and interest in the programme. Others joined through community sensitisation meetings.

While the participants were involved in the programme as trainees and CEDAW committee members, they also participated in mobilising and training other community members. This was done through community gatherings such as church gatherings, school mobilisation campaigns and during burial occasions. The beneficiaries/trainers also provided counselling services, especially to the survivors of domestic violence.

4.3.3   Programme impact and effectiveness

Individual and household impacts

The assessment revealed that the CEDAW programme has made significant contributions to the beneficiaries in relation to increased knowledge of women's rights, which has enhanced their capacity to advocate and defend women's rights, and has strengthened economic empowerment and improved gender relations, among others.

Increased knowledge about women's rights: The participants appreciated the programme's capacity to impart knowledge about women's rights during the training, as reported by the majority of the women (68.4%) and men (56.2%). Similar appreciation was reported in FGDs across all the districts visited.

Economic empowerment: Owing to the programme, women gained sufficient confidence and self-esteem to engage in economic activities outside the home so as to be able to fight poverty. Some voices regarding this from the FGDs and interviews are given below:

I have got the motivation to engage in income-generating activities to fight poverty in families. We now know our rights and are confident... Women have known that they have to work so that they can also provide for their households and hence have picked up work that was formerly regarded for men like bricklaying and burning. You find a woman building and sharing work with men equally. (Female FGD participant, Serere district)

I thank ACFODE because after their training, I became empowered, though I am disabled, I came to know that disability is not inability. (Female PWD representative, Tororo district)

ACFODE helped me to exploit my potential, something I had never thought about. I started a salon and I have built a wonderful home. Now I don't beg like I used to do. I suffered in the village for so many years, not knowing that a woman can also do productive work, including paying school fees for the children... (Female councillor, Tororo district)

Changing gender relations in the family: The sensitisation component of the programme has contributed to a reduction in domestic violence, especially against women and children, as well as reducing the divorce rates. One participant noted:

There is a big decrease in child abuse, defilement, rape cases, reduced fertility rate and male consultations with wives before selling family property. (Female FGD participant, Kisoro district)

The knowledge acquired has increased women's confidence to report cases of rights violation. As a female participant in Kiboga district remarked:'Now that women know their rights, they fight for their rights even in the homes.' Many women frequently approached the relevant authorities to report cases of violence against their lives. Furthermore, some of the traditionally held attitudes and stereotypes regarding women's access to productive resources, gender division of labour and respect for women are positively changing based on the realisation that women and girls have a right to own and control property and assets, including inheritance rights. For instance:

Some of us now believe that girl children too can inherit their fathers' property without attracting any evil spirits. (Male FGD participant, Kisoro district)

Instances of ownership of businesses, participation in politics and economic activities as well as voice and decision-making have gone up in all the districts of operation. As a female participant remarked:

We are now able to do our businesses without anyone stopping us. Women have now formed groups where they carry out income-generating activities and they are able to support their families. We can also take care of our children; women are now engaged in politics, something they never used to do. (Female FGD participant, Serere district)

In Apac district, FGD participants revealed a great improvement in women's right to access and own productive resources.

Recognition and appreciation of women's rights are said to have led to increased representation of women in community meetings and other public spaces unlike before, which was attributed to the confidence gained by women through ACFODE-KAS sensitisation programmes.

Community benefits and programme effectiveness

At community level, the CEDAW programme is reported to have contributed to increased awareness of women's rights (80.6% of the women and 78.9% of the men); increased leadership opportunities for women (57.2% of the women and 47.5% of the men); the challenging of gender stereotypes (40.4% of the women and 30.3% of the men); and other benefits (11.6%), including women's independence, the establishment of development groups and a reduction in violence against women.

Regarding awareness of women's rights, the participants revealed increased community awareness and respect of women's rights, especially girls' right to access education, women's right to engage in leadership and decision-making, and to physical integrity and dignity, among others. This is reported to have led to improvement in girls' enrolment and retention, and to have reduced the rates of early marriages and pregnancies.

The women's rights training activities have also contributed to a reduction in violence against women in the communities. A female participant commented that:

> *Violence against women has reduced in the community. Women have also discovered their rights and have gone to school up to universities. I have a right to my property and no one can intimidate me...women also attend meetings at the sub-county...(Female participant, Serere district)*

> *With ACFODE's interventions the cases of rape and defilement have reduced, because when you talk to boys and men, they say that they fear; you hear them saying that 'ACFODE will arrest you when you do ABCD to women and girls'. (KII, Kisoro district)*

There is increased commitment among community members to work with ACFODE, CEDAW committee members and the police to follow up cases of SGBV as well as provide support to survivors of SGBV, as illustrated below:

> *There are counselling services for women who have experienced sexual violence and girls who have experienced defilement. We extend support to women to seek justice when they get problems like rape. We take them to police and ask ACFODE to help... (A female councillor, Kisoro district)*

Because of women's awareness of the redress mechanisms, there is an increase in the number of cases reported. As a female participant in Kisoro district stated, 'Women now know where to go for help. Women are always in court reporting. Women can speak for themselves.'
ACFODE's intervention has improved access to justice for SGBV cases by ensuring that the perpetrators are punished.

While the CEDAW programme has achieved many expected outcomes, some unexpected outcomes have also occurred. Men are reported to be relinquishing their roles as their wives become economically and politically empowered. This has increased the burdens on women as they struggle to support their families. In families where men were uncomfortable with their wives attending ACFODE activities, quarrels and fights ensued, culminating in the breakdown of marriages. Some men were reported to have 'run away from their empowered wives and are cohabiting with more "traditional" women' (female case study, Kisoro, district).

4.3.4 Success factors and good practices

CEDAW's main strength was identified to be its focus on issues that directly affect women and the wider community. The majority of the women (97.5%) and men (84.4%) cited the focus on women's rights to political participation, children's rights and SGBV as one of the best practices of the programme. Other factors included initiating programmes that target women (62.5% of the men and 85% of the women); working with local leaders; working at the local level; the use of testimonies as best practices; and sensitisation of the local leaders (10.6%), which enhanced support for the programme activities. This is shown in Table 13 below.

Table 13: Success factors of the CEDAW programme

Success factors	Responses			
	Males		Females	
	No. (N=32)	%	No. (N=40)	%
Focus on issues that affect the community (child rights, domestic violence, equality, women's political participation, sexual violence, discrimination)	27	84.4	39	97.5
Targeting women				
Working with local leaders				
Working at the local level	20	62.5	34	85.0
Sensitisation of local leaders	15	48.0	20	50.0
Use of testimonies	14	44.8	15	37.5
	10	31.3	15	37.5
	10	31.3	10	25.0

NB: Percentages do not add up to 100 because of multiple responses

Similar views were echoed in the interviews and FGDs:

I see the strength of ACFODE in helping the survivors of rape, defilement, and sexual harassment, among others. ACFODE helps them by taking them to police, hospitals and other areas for help. (Female case study, Kisoro district)

ACFODE opened up our eyes in many areas not only politically but also in domestic relations. You find that any woman who went through ACFODE remembers it up to now. (Former female councillor, Tororo district)

Other voices acknowledged ACFODE's knowledgeable trainers and its wide experience as an indigenous NGO focused on promoting gender equality and women's empowerment at both the local and national levels. These views are reflected below:

ACFODE was well established in the country with an office long time ago and it has had connections with other international NGOs which really is a source of her strength. (KII, Rukungiri district)

ACFODE was the earliest organisation to strongly train women at the grass roots on issues of women's rights and women's empowerment. Unlike other organisations that come and go away very fast, ACFODE has been in existence for a long time linking women with certain service providers. (Female participant, Rukungiri district)

4.3.5 Challenges of the programme

The major challenges of the Women's Rights Programme were identified as limited coverage (60% of the women and 46.9% of the men); inadequate financial facilitation (62.5% of the women and 62.5% of the men); lack of ACFODE offices at the local level; and others, such as limited monitoring and evaluation (Table 14).

Table 14: Challenges of the CEDAW programme

Sex		Limited geographical coverage	Inadequate financial facilitation	Lack of ACFODE offices at the local level	Persisting attitudes towards women's participation in politics	Others
Female	No. (N=40)	24	25	15	14	5
	%	60.0	62.5	37.5	35.0	12.5
Male	No. (N=32)	15	20	12	9	2
	% within Sex	46.9	62.5	37.5	28.1	6.3

NB: Percentages do not add up to 100 because of multiple responses

The other category includes challenges related to limited logistical support in terms of motorcycles and bicycles for mobilisation; limited follow-up on the people ACFODE had trained; and the difficulty of following up human rights abuse cases.

Similar views were echoed in the interviews and FGDs across the various districts visited. For instance, regarding inadequate financial support, the participants noted that ACFODE was not providing enough funds to facilitate transportation and scholastic materials for the local mobilisers such as the CEDAW committee members and women leaders as well as during the workshops. This is illustrated below:

> *There was no facilitation because leaving home in the morning and you go back home empty-handed is not good. They needed to have given some allowances so that you can also buy some vegetables...Also, when it comes to mobilisation, you need some facilitation like a motorcycle or even a bicycle. (Female participant, Lira district)*

The participants complained about using their own money to implement ACFODE's programmes and leaving their homes to do voluntary work with no facilitation. A community mobiliser complained: 'When we go for sensitisation in schools, we are not given money at all and we have to stay hungry and thirsty.'

Irregular monitoring and evaluation was cited by many participants as a major weakness of the programme. They noted that ACFODE takes long to monitor the progress of the CEDAW activities. This is depicted by the following quotation:

> *They take time to come back. Like now it has been seven years since the training took place, so the other new women leaders have not been trained. You go and you forget to come back...at least in a term if they can come back like two times... (KII, Tororo district)*

A conversation with programme beneficiaries in Kiboga district reveals some of the weaknesses (see Box 6).

Box 6: A conversation with FGD participants in Kiboga district

Male: They had no offices like World Vision.
Females: They teach you, help you make a work plan but you have nowhere to report. ACFODE's problem in this sub-county and district is accessibility. Their regional office is too far.
Female: They focused a lot on the leaders but they didn't give enough support to train the locals at the parish level. They should also have focused on the average person as well.
Males: They tried to target all the locals. But even us who were trained, we were not given enough support to carry out our work. They left without giving us a notice. People still ask us about ACFODE. To this day, they still ask and I have no answer to give them.

Similar views were reported in other districts, with additional ones including lack of stationary; limited computer access for mobilisers to access and share information; and limited training periods. The weaknesses depict some levels of programme inefficiency that need to be addressed for a greater impact on Ugandan society and the sustainability of the programme.

4.3.6   Opportunities for improvement

The participants identified the need for refresher training as reflected by the majority of the women (80%); and support to accompany GBV victims to the police by the majority of the men (75%) and women (63%). The other suggestions include the provision of transport facilitation; establishing ACFODE offices at the local level; and regular follow-up on the programme.

Table 15: Improving the CEDAW programme

Measures to address CEDAW weaknesses	Responses			
	Male		Female	
	No. (N=32)	%	No. (N=40)	%
New and refresher training	20	63	32	80
Support to accompany GBV victims to the police	20	63	30	75
Transport facilitation	15	47	20	50
Setting up local offices	7	22	12	30
Regular follow-up	8	25	15	38

NB: Percentages do not add up to 100 because of multiple responses

Similar views were given in the interviews and FGDs. In Kisoro district where ACFODE has a local office, the participants suggested that more staff be recruited to improve service delivery. Participants in all the districts appreciated the programme and expressed the need for its continuity to provide more transformatory opportunities in their communities.

4.4. The Youth Programme

The Youth Programme, which started in 2010, focused on equipping the youth in Uganda's tertiary

institutions with debating skills as well as creating awareness about democratic governance, human rights and good governance, gender equality and participation in politics and the decision-making process. The programme targeted over 2000 male and female students in 40 selected higher institutions of learning in the four regions of Uganda.

The Youth Programme adopted a 'competitive inter-institutional debate approach' informed by the British parliamentary debate format to train the youth in gender-responsive policies and good governance through debating clubs. Inter-institutional debating competitions were also conducted under the programme. This evaluation assessed the impact of the programme on the beneficiaries in terms of participation in the activities, individual and institutional benefits, challenges, programme strengths and weaknesses as well as suggestions for improvement. In-depth interviews were conducted with 23 beneficiaries (12 females and 11 males) drawn from a number of universities[6] to elicit their insights into the issues. All the interviews were conducted by phone, recorded and transcribed verbatim.

Through the programme, the participants gained public speaking skills, exposure, networking and knowledge about the topics selected for debate. The major strengths of the programme were identified as: selection of appropriate topics; articulate trainers and training methods; the use of the British parliamentary debating format; and the provision of the practical skills needed in the field of work. The weaknesses of the programme were: limited time for preparation; using hotels for debating exercises that were less spacious and could not accommodate more student numbers; and limited financial facilitation. The youth suggested the need to change the training venue from hotels to the university setting; follow-up on the beneficiaries; an increase in financial support; and an increase in coverage.

4.4.1 The situation of the youth before the programme

The findings indicate that the participants had limited debating knowledge, skills and exposure/practice before the programme. They also lacked knowledge of the selected topics for debate and other debating procedures. Table 18 summarises the situation of participants before their involvement in the programme.

Table 16: Youth programme beneficiaries' prior situation before ACFODE programme by sex

Situation before ACFODE intervention	
Male youth	**Female youth**
- Feared to speak in public and lacked self-esteem - Did not know that women do most of the work, especially unpaid work - Lacked awareness of gender issues - Did not know about ACFODE's work - Shy and timid - Did not have close interactions with students from other universities	- Feared to speak in public and lacked self-esteem - Did not know debating styles and procedures, especially the British parliamentary debating format - Lacked exposure - Never imagined speaking in public

From the above table, it is clear that both female and male students faced similar capacity gaps, especially lack of confidence and self-esteem.

Lack of debating skills: The beneficiaries, both female and male, reported having a generic understanding

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6   Makerere University, Gulu University, Islamic University in Uganda (IUIU), Mbarara University of Science and Technology (MUST), Kabale University, Bishop Stuart University, Kumi University, Makerere University Business School (MUBS), Ndejje University, Nkumba University.

of debating and, particularly, had no idea about the British parliamentary debating format.[7] Whereas the students learnt about many debating styles, they seemed to appreciate the British format. Reflecting on the debating format, a beneficiary elaborated:

> *This format of debate involves speeches that are usually between five and seven minutes in duration. The debate consists of four teams of two speakers, sometimes called factions, with two teams on either side of the case. With its style originating from the British parliamentary procedure, the two sides are called the Government and Opposition, while the speakers take their titles from those of their parliamentary equivalents (such as the government speaker called the prime minister). Furthermore, since this style is based on parliamentary debate, each faction is considered to be one of two parties in a coalition and are, therefore, demanded to differentiate themselves from the other team on their side of the case in order to succeed in their own right. (Male participant, Nkumba University)*

Inadequate exposure and public speaking skills: Most of the students had never participated in inter-university debating competitions and lacked the kind of exposure that comes with interacting with students from different universities. They mentioned their lack of confidence and self-esteem to speak in public as part of their experiences before the programme. A male beneficiary commented:

> *...I had never got an opportunity of interacting with students from other tertiary institutions because even in my university I always interacted with few members within my circle of influence. (Male participant, Nkumba University)*
> *...I had never imagined myself speaking in public. (Female participant, MUST)*

Lack of gender awareness: Several participants confessed to having no prior knowledge of gender equality and women's empowerment; they, however, admitted knowing about the existence of the Ministry of Gender, Labour and Social Development (MoGSLD). There were a lot of misconceptions about gender equality and women's empowerment among the participants. A participant stated:

> *...Before those women came to our university to train us, I did not know that women also should be treated as equal with men or even to take them seriously. (Male participant, MUST)*

Both females and males appreciated the training in gender relations and gender awareness.

4.4.2   Selection of beneficiaries and programme activities

The youth were involved in debating activities between 2010 and 2013. The debates comprised intra-institutional and inter-institutional debates and competitions that attracted many students. The findings indicate that the students were not only involved as debaters but also as trainees, mobilisers and debate club members. A male participant noted the following:

> *Before the sessions the students were taken through training sessions on general, on good governance, on democracy. Then they would be able to get the same concepts they had learnt and so through the debates and engagements, you could see that they were picking up and engaging in good relationship, they were*

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7   ACFODE (n.d.), *Debate Handbook: A Guide to British Parliamentary Debate Format and Community Debates.*

getting to find…even after the debates, you could see that they had such information that was helping them in their day-to-day lives by interaction and their understanding of their times. (Male participant, MUST)

ACFODE utilised the existing structures and systems, such as the guild office, the dean of students' office, the debating clubs and civic clubs to select the participants, especially those who had an interest in debating. The guild body was often involved in organising debating competitions in which the participating institutions were represented and those who showed an interest in the activities were selected.

4.4.3   The impact of the programme on the youth

Knowledge/skills, self-esteem and exposure: The youth gained skills that have enhanced their abilities to speak in public, to read, dialogue, research and solve problems. They have also gained confidence and self-esteem. They also gained knowledge on the selected topics for debate as well as knowledge relevant for social accountability as illustrated below:

I got the knowledge of accountability, I learnt that accountability is not all about financial accountability but even what you do amongst individuals, for example, performing your duties, and failing to perform, that's not being accountable as a leader especially and above all, I also got the knowledge that you should to help other people who never had a chance and I was able to provide some sensitisation basing on the knowledge that I got from the programme. (Male participant, Gulu University)

It was a good initiative and as university students, we had to engage with as many institutions as possible to bring positive messages that benefit our understanding of certain problems and make broader understanding of the issues that face us. The debates were about thinking critically and analyzing issues or bringing to the platform issues that one could engage with to be part of the solutions. (Male participant, Makerere University)

The debates build my confidence and exposure as well my public speaking skills. The debates exposed me to new people, I was known by so many people, which gave me an opportunity to be consulted by many people. (Female participant, MUST)

The programme also enabled participants both females and males to learn about other universities, their students and their cultures compared to their own institutional settings.

Political ambitions: The debates have built the capacity of the youth, particularly males, to contribute to discussions on good governance owing to the acquisition of public speaking skills and self-confidence. Their participation in the programme has also aroused their interest in vying for higher political offices, such as becoming members of the Uganda Parliament in 2016. Some of the youth, especially males, revealed that they had tried contesting guild leadership positions in the universities, as illustrated below:

The public speaking which I gained helped me to attain the position of guild speaker of the university, who clearly stood by all the grounds and I even got recognised by the university as the best speaker. (Male participant, Gulu University)

I remember like four or three of them became leaders in institutions, others joined what they called Law Society, and even the men, most of my colleagues, they are trying to fight for political positions come 2016. Some of them went and joined NRM, I saw them motivated to join politics. (Male participant, KIU)

After that I have been involved in leadership at the university. I was a speaker, and has been admitted to the leadership academy of Uganda Youth Network… (Female participant, MUBS)

Gender awareness skills*: The beneficiaries, especially males, explained that the programme equipped them with gender knowledge through the gender motions selected for debate, as illustrated below:

With that gender awareness created, there emerged a crop of youth who understand and appreciate gender issues and are able to translate this into positive changes in their communities. (Male participant, Kumi University)

I remember they talked about gender, gender equality, actually they taught us something I had forgotten. They taught us about gender, yeah, it was gender-based programme because we learnt gender, we even defined gender as a social, cultural, economic responsibilities of, of both men and women, stuff like that and we are trying to see how the inequality between the female side and the, the male side. (Male participant, Mbarara University of Science and Technology)

From the above voices, it is evident that both female and male students got a glimpse of the gender issues and were very appreciative of the topics. The programme introduced gender concepts, gender equality and women's empowerment during the debate training to expose students to gender equality issues, as illustrated by the following quotation:

I have learnt to appreciate gender equality. We originally had this perspective of ladies being below and men up, but right now, I know where a lady belongs and I know where I belong and I see us as equal before everything, so, that mentality has already changed and I am experimenting it, I respect any lady everywhere irrespective of being a lady or a man. (Male participant, Gulu University)

Both female and male participants acknowledged the importance and goodness of the programme. As a participant commented:

Yeah, they were good, bringing examples like in the local communities, then you find that a young girl is kept at home to first clean the house while the boy just goes directly to school. By the time the girl is at school, she cannot have enough time, information because she is stressed. (Male participant, KIU)
I think the topics were touching, involving and good. (Female participant, MUST)

Creation of an online youth debaters' forum: Following the debate programme, an online forum was created comprising all the students who had participated in the programme. The forum aims to provide a space for the youth to debate on and discuss issues that affect their lives. Currently the forum has over 100 members from the different universities around the country and is regularly updated with news, job and education opportunities and allows members to share their opinions on and solutions to issues affecting governance and democracy, not just among the youth but also the country at large.

ACFODE was hailed for issuing certificates after the training, which the youth recorded as empowering and enhanced their profile:

But the interesting part is that every after the programme, we would get certificates, and such certificates have also value added to my CV which I have used for example to participate in judging other debates of other organisations and institutions. (Male participant, Gulu University)

4.4.4   Unintended consequences

Whereas the programme aimed at building the capacity of the youth to effectively participate in the promotion of gender equality and good governance, enhance the youth's speech, reading and research skills, improve their dialogue and problem-solving skills, and boost their confidence and self-esteem, other unintended impacts were realised. Some students appreciated the fact they got to understand the activities of ACFODE and its contribution to Uganda's development. This eventually contributed to their passing of end-of-semester examinations that had questions about NGO issues. This is demonstrated below:

I got to know more about ACFODE and this helped me to become familiar with NGOs and I remember finally, I did a number about ACFODE during the examinations where a question was asked about writing about an NGO of your choice. I remember I selected ACFODE because I was familiar with it due to the debating interactions I had with ACFODE. (Female participant, Makerere University)

In another instance, a male participant from the Islamic University in Uganda (IUIU) used the skills and knowledge he gained through the programme to start an NGO in Kapchorwa that supports women and children to live better lives. This is an outstanding outcome, considering that the student had no prior knowledge about and interest in women's rights before the programme.

After my participation in ACFODE-organised debates, I got interest in issues of gender and youth. As we speak, I have started a programme to support the youth and women in Kapchorwa district in the Muslim community. The knowledge I acquired from ACFODE is what I exactly use to empower the Muslim women and youth in Kapchorwa.

4.4.4   Programme success factors

The success factors were identified as the strengths of the programme, which include the following:

A focus on training and critical thinking: The youth noted that the focus on youth training and guidance through debates promoted critical thinking.

Reaching out to many youth: The participants felt that ACFODE-KAS were able to reach out to many youth in many universities, eventually attracting them to use their time profitably. One participant noted thus:

I think the strength of the programme was how it managed to reach out to many universities and tap into their potential and abilities to learn to influence the governance of their country and feel empowered to do it on their own. (Male participant, Nkumba University)

ACFODE-KAS were also credited for reaching out and empowering the students without asking them to pay for the support, as noted below:

> We had students trained who were able to participate in the competition which was well facilitated and the students did not pay. (Male participant, Gulu University)

The quality of trainers and methods of training: The participants appreciated and credited the trainers with exhibiting good knowledge and training skills. They remarked that the content was good and had a global outlook. In this regard, one female beneficiary (Makerere University) commented: 'We cannot forget the programme and the interesting content and methods of delivery.' They were particularly happy about the continuous encouragement of the youth by ACFODE staff to practise what they had learnt.

Regional balance: Regional balance was deemed a relevant strength of the programme. The participants appreciated the inclusiveness that characterised the selection of participants, with participants being drawn from all regions of the country. As one participant observed:

> This programme is very good because it touches on all regions of the country. There were students from the East, West and Central regions representing universities from those regions. I believe that is a very good way of spreading information in all the regions. So I think the target was very good. (Male participant, Gulu University)

The Youth Programme, therefore, presents success experiences that show the achievement of the intended and of some unintended objectives. These success factors demonstrate the relevance and effectiveness of the programme.

4.4.5 Programme challenges

Rural versus urban differences: The participants from rural universities felt marginalised and undermined by their colleagues from the urban universities who frequently criticised their English accent.

Inadequate debating period: The debating period was deemed to be too short to allow for adequate preparation and effective participation in the activities of the programme. The participants felt that they needed more time to practise and to engage in the debating competitions. The limited time accorded the activities curtailed the participants' full engagement in and opportunities to benefit from the programme. This is reflected in the observations below:

> *For us it was a, a short time. They could inform us about the debates almost two days to time, so we could have little practising period yet we had other commitments like concentrating on our studies and this was a little bit tricky. (Female participant, MUST)*

> *Debate activities were planned within a short period of time and maybe it would have been given more time beyond just one or two days. (Male participant, KIU)*

Financial expectations: Some students expected to receive more money during the debating activities but were disappointed with the little financial facilitation. Some of the participants in charge of mobilisation pointed out that they were poorly facilitated to reach out to other members and that this at times made them use their own resources.

Lack of follow-up by ACFODE-KAS: The participants mentioned the lack of beneficiary follow-up by

ACFODE-KAS after the training and yet they expected continuous interaction after the conclusion of the activities. Box 7 summarises the sentiments about the lack of ACFODE-KAS follow-up.

Box 7: Voices from beneficiaries on the weaknesses of the Youth Programme

I didn't see any follow-up, there was no student leader who came up and said maybe ACFODE is coming... The follow-up was bad because actually if there was a follow-up, I would be involved in more programmes of ACFODE...(Female participant, Nkumba University)

I am not in contact with them but I wish I could be in contact with them. I would really love to. (Female participant, Makerere University)

It ended and there hasn't been much follow afterwards. It would have been nice to engage the students later to see how much they have understood the topics they discussed or the things that they engaged with, how their lives were impacted by the programme and what they intend to do...(Male participant, Makerere University)

4.4.6   Opportunities for improvement

Continuous sensitisation: The beneficiaries suggested that for the programme to be sustainable, there is need for continuous sensitisation. As one participant pointed out:

> *Basically I feel like the programme needs to continue. More sensitisations are needed because most of the content is very important and should be accessed by all students who join the institutions in order to create a critical mass of young change agents which can be achieved with extensive sensitisation. (Male participant, KIU)*

Change of training venue: There was also a suggestion that the activities should take place at university premises instead of hotels to allow more students to participate in debates. Below is a quotation from a participant about this.

> *If the programme was to take place again, it should be organised at the university because the one we had was in a hotel. Students had to come from the university to the venue and then that limits the number of students that participate in the programme and it cuts out the other students who could have wanted to participate but couldn't make it to the hotel. (Male student, Makerere University)*

Need for beneficiary follow-up: The beneficiaries proposed that ACFODE-KAS should follow up on the beneficiaries to find out how they are applying the knowledge and skills gained from the programme. This is depicted below:

> *ACFODE should follow up on their beneficiaries especially and empower them more and they use them to reach more people... (Male participant, IUIU)*

The youth programme was heralded for improving the lives of young people in Ugandan society. In particular, the male participants recounted articulate and detailed experiences of the programme and provided suggestions for improvement compared to the female participants, who were less enthusiastic about sharing their experiences with the programme.

5. Institutional Development Support

KAS supports ACFODE to implement institutional development activities meant to contribute to ACFODE-KAS' realisation of its mandate of advocating women's rights and gender equality in Uganda. KAS provides scholarships to ACFODE staff and supports board induction and strategic planning meetings to enable the board to play its oversight role of policy development, programme monitoring and implementation. It also supports staff maintenance and recruitment and the publication of *Arise* magazine. The publication aims at building women's confidence and enhancing their positive image in society. The magazine also publicises ACFODE's activities in the wider society by acting as a tool for advocacy and lobbying, facilitating public engagement and promoting a free flow of information internally and externally.

The findings indicate that the scholarships helped the beneficiaries to gain new knowledge, skills and exposure, which have improved their performance at the workplace. A review of *Arise* magazine readers' feedback showed a remarkable impact on the readers. The consistency and sustainability of the publication, especially its focus on critical issues that affect Ugandan women, is a key strength.

The institutional support activities have created a strong partnership between KAS and ACFODE and enabled the implementation of various programmes over a long period of time. The strong partnership was attributed to the direct interaction of the two institutions at the higher levels of management; open channels of communication; a good organisational culture; shared interests and goals; the availability of key planning documents; and a flexible management style. One of the major weaknesses of the partnership was identified as ACFODE's tendency to focus on project implementation rather than its original mandate of advocacy regarding women's rights. The following sections provide details of institutional development activities.

5.1 Scholarships and training

KAS has supported ACFODE with education and training scholarships for its staff and board members to enable them to execute their responsibilities better. Currently, KAS collaborates with Uganda Martyrs University, Nkozi to provide postgraduate training to its partners. Some German institutions have also partnered with KAS for short-duration training to enhance staff knowledge, skills, exposure and outlook. Most of the scholarship beneficiaries work as policy-makers, social analysts, trainers and project managers, which are critical fields for Uganda's development. The scholarships mainly target Ugandan working women interested in fields that promote human rights, women's rights, empowerment and governance.

In-depth interviews with some of the beneficiaries revealed robust gratitude to KAS for the opportunities offered. While ACFODE's staff are some of the scholarship beneficiaries, the component is directly managed by KAS in partnership with the training institutions.

5.1.1 Benefits of the scholarship programme

Knowledge/skills acquisition and transfer: The beneficiaries of the scholarships acknowledged having acquired new knowledge, skills and exposure, which has improved their performance at the workplace. Reflecting on the knowledge and skills acquired, some of the beneficiaries noted:

I am just transferring the skills and knowledge taught to us to the organisation where I work here at ACFODE. So I find a very big benefit because what I am studying is what I am already doing. (ACFODE staff member, Kampala)

The scholarship has strengthened my knowledge but also for career growth... personally I am interested in human rights and governance so it is relevant to my interests and work opportunities. (Former ACFODE staff member, Kampala)

Networking: The scholarships provided the beneficiaries with an opportunity to network and interact with other international students in higher institutions of learning to learn about other cultures, as the following quotation depicts:

I was one of the very first people, maybe the first that Konrad Adenaeur Foundation (now Konrad-Adenaeur-Stiftung) sponsored to study project management in Germany at a place called Academy Clausenhoff, for three months. This gave me an opportunity to acquire knowledge but also to network and learn more about the German society. (Former staff and board member, ACFODE)

Career opportunities: The beneficiaries reported increased career opportunities and becoming experts on issues of women's rights and political participation; and conducting training in research and project management.

5.1.2   Strengths and challenges of the scholarship programme

KAS directly manages the scholarships in collaboration with Uganda Martyrs University (Nkozi) where the awardees are placed. Scholarship funds are directly released to the university to enable the students to access education opportunities without having to go through individual tuition payment procedures.

This has an inherent strength in its system of checks and balances regarding the disbursement of funds and allows students to concentrate on the studies with limited interruption. KAS is also directly involved in the selection of the beneficiaries using a fair and competitive procedure that provides equal opportunity to all applicants.

The major challenge with the programme was reported to be difficulty in balancing work and studies – which was noted to cause work overload. The other challenge was associated with the limited number of scholarships on offer (about 11 scholarships are currently offered) and funds which cater for tuition, accommodation and meals without consideration for research expenses. The beneficiaries found it hard to mobilise the supplementary funds to support research needs, a mandatory requirement for the award of a master's degree. The beneficiaries pointed out the need to provide research funds as well as increase the number of scholarships.

5.2 Publication of *Arise* Magazine

Arise magazine is a bi-annual women-focused magazine published by ACFODE with support from KAS. It acts as a tool that keeps ACFODE afloat amidst any institutional challenges. The magazine is freely distributed to ACFODE's development partners, CSOs and NGOs, government institutions and ministries, members of parliament, local government units, public libraries and university libraries. A member of

staff of ACFODE noted that '*Arise* magazine enables us to gather views from different people of all walks of life who share their perspectives on issues of gender.'

Arise magazine highlights and disseminates information regarding the advancement of women in Uganda focused on the critical aspects that affect women such as education, domestic violence, employment, health, political participation and leadership, among others. It was also noted that the print version of the magazine is portable and user-friendly. As a former ACFODE board member commented:

People look out for *Arise* magazine because of its relevant thematic areas and being a hard copy rather than in soft copy which readers can easily access. For me I like *Arise* magazine because unlike the online magazine which you can only access depending on availability of a computer, with a hard copy you can easily move with it in your bag.

Different issues (13 in number) of the magazine covering a period of about 10 years (2001-2014) were reviewed. The content was analysed based on the topics/themes covered by the magazine, contributors and feedback/impact.

5.2.1 Themes in *Arise* magazine issues and contributors

The earlier focus of *Arise* publication was on equal rights for women to access education, employment, business opportunities, agriculture and general rights that protect women's dignity (Issue 34, August 2003). Earlier issues had contributions from intellectuals whose views stimulated gender activism. They also articulated the legal and policy provisions available for promoting women's rights and gender equality in Uganda. The importance of establishing an Equal Opportunities Commission (EOC) was given focus in the earlier issues (2000s) of the magazine. Women's representation in politics, including parliament, also constituted a key theme in the earlier issues of *Arise* magazine.

The current issues of the magazine profile women's achievements, including their successful stories and experiences in male-dominated occupations (Issue 57, December 2014). The issues focus on prominent women in higher political decision-making organs such as parliament, ministries and other political structures. Successful women in business and education have also shared their stories in the magazine. Women figures of influence at the international and national levels have been highlighted by the magazine as living examples of women's empowerment, including their contribution to national and international development.

Other issues have documented women's participation in employment, challenges and options for improvement. The magazine also addresses issues of women's political engagement and how women can be integrated in politics (Issue 47, April 2010). The information provided is meant to stimulate women's interest in effective political leadership in the country. Women scholars and activists are the major contributors to the magazine. This provides balanced and quality stories on women's views. The magazine also specifies ACFODE's achievements over time and the team behind the achievements. This promotes ACFODE's visibility to Ugandan society and beyond, public confidence and social accountability.

Gender-based violence is a major concern for ACFODE and *Arise* magazine also delves into this. It raises awareness about the situation of women, both young and old, regarding SGBV, including the various dimensions of violence, real-life experiences, the link between HIV and SGBV, and options for improvement (Issue 45, July 2009). This has given Ugandans an opportunity to give their views on SGBV

(causes, effects and solutions). The comments provided strongly condemn the vice and act as a good resource for various stakeholders handling cases of SGBV, such as the police, counsellors, legal service providers and other community members in Uganda. The most recent issues (Issue 56, August 2014; Issue 57, December 2014) provide an understanding of gender equality and equity in the domestic realm, and in the educational, social, economic and political/public leadership arenas.

5.2.2 Impact and the future of the magazine

Both men and women were found to be ardent readers of *Arise* magazine, although women dominate the readership. Feedback submissions (depicted by letters to the editor) show a positive and informative impact on the readers. Several comments indicate an improvement in the outlook of the magazine over time and readers' appreciation of ACFODE's spirit of knowledge-sharing. The readers seem to have been inspired by the success stories of other women and expressed the need for continuous publication of the magazine. The magazine's ability to give women a voice to speak about and share their experiences with a wider community has been appreciated. Readers, however, suggest the incorporation of other interesting issues such as puzzles, cartoons and a children's corner. Other areas for improvement include the need for a more professional outlook of the magazine, and limiting the long stories that sometimes seem boring to the readers (see Box 8). However, overall, the magazine seems to be positively impacting the readers, with several calls being made for continuation of the publication.

The stories on successful women in the political, economic and business arenas as well as in education documented by the magazine depict an underlying aim of influencing women's attitudes towards higher achievements. These women act as role models who inspire the readers, including women, to aim high in all development domains. Women's stories in the issues also demonstrate that the situation of women is not meant to be that of low social status and limited achievement but higher achievement for personal and national benefits.

Box 8: Examples of *Arise* magazine reader comments

Female: I really appreciated your issue on empowering women through education. The many strategies proposed were spot-on, given the fact that in many African countries, women continue to be sidelined in the sector. I therefore challenge key stakeholders in this country to respond to the call to action so just women and girls can be empowered to compete favourably with men and boys in different areas of life .

Female: It is wonderful to see that *Arise* has come of age. My humble request is, if we could have the magazine quarterly, I would be very grateful because you publish good stuff.

Male: Thank you for the good work you are doing for us. I think I have greatly changed by reading your magazine. My way of looking at things vis-à-vis development in relation to gender aspects will never be the same. Thank you.

Male: ACFODE thank you for your publications in which a lot has been revealed about the plight of women in Uganda. Keep it up.

Female: I bought a copy of *Arise* magazine from the Book Fair last year. I was very impressed by the content and was fascinated by the issues you raise. I would like to receive a copy every time you

produce *Arise*. How can I subscribe to *Arise*?

Female: I always look forward to the next issue of *Arise* because I know there's something new and interesting. I liked the introduction to the ACFODE Facebook page. Good linkage of the organisation's communication forum. Keep the issues improving.

Male: *Arise* and ACFODE in general have liberated the women and other men. I am sure through your magazine many people will change their attitudes towards women empowerment.

Female: Thank you for this great magazine. But we miss cartoons to spice up the publication. Hope this will be considered next time.

Male: *Arise* magazine, why don't you also publish men's issues? Surely you feed us with so much women stuff and one wonders whether gender means only women.

Female: Much as you highlight developmental issues in the magazine, we would appreciate if you added in at least a recipe of entertainment to make the magazine have some sense of humour.

5.3 KAS/ACFODE Partnership

5.3.1 Success factors and good practices of the partnership

The KAS/ACFODE partnership that started in 1989 has been supported by a number of factors, especially the unique common goal of promoting human rights and women empowerment. According to ACFODE management, there has been a good and smooth working relationship between KAS and ACFODE, characterised by openness, closeness and respect for each other. This was also echoed by the KAS representative, who defined the relationship as 'productive'.

One of the success factors is the direct interaction at higher levels of management. ACFODE works directly with the head office in Germany and the KAS country office in Uganda. This has created a unique relationship and collaboration that have enabled a close linkage between the ACFODE secretariat and KAS resident office in Uganda. Applauding the good working relationship with KAS, a staff member of ACFODE stated that 'KAS is a partner at every level including follow-up in the field and getting the feel of what ACFODE goes through to implement the KAS/ACFODE programmes.'

About the partner responsibilities, the KAS representative noted that:

> *ACFODE provides concept notes including a clear idea of what needs to be done, background, gaps and how KAS can support while KAS checks all the documents and whether the ideas relate with the main goal of KAS before support is extended.*

She called this 'conceptualisation of the planning' that depicts joint planning by ACFODE and KAS. It was noted that ACFODE takes the lead in planning, such as organising the training workshops and identifying the facilitators, while KAS works on financial support and monitoring of the activities.

Regarding partnership based on equal relations, KAS and ACFODE representatives noted that the two organisations treat each other as equal partners but not as donor and recipient respectively. This has

created a good working relationship between the two institutions. A former ACFODE board member stated:

> When you make a mistake KAS points it out and helps you to solve the problems. I found KAS to be a fallback position. At least if all others run away, KAS has always been there for us through thick and thin.

ACFODE staff noted that KAS trusts ACFODE as an organisation and often recommends the organisation to other development partners for more support. In addition, the two partners closely work together during programme design and implementation. They also write joint proposals to solicit funding support from other development partners. About the equal and respectful relationship, the KAS staff remarked:

> We work together to have a successful activity. ACFODE has a high level of expertise in the field of gender and is on the ground. We are not interested in bossing people around...KAS avoids imposing ideas on ACFODE... ACFODE plans and KAS follows their plans after discussing with them.

The open channels of communication have made it easy to amicably address disagreements between the two institutions. For example, disagreements on issues of approach to programme implementation are often ironed out openly and quickly. The two institutions have a joint planning and programming process. ACFODE organises planning meetings and prepares project assignments, which are then discussed with KAS before implementation. This reduces conflicts and suspicion, and promotes the smooth running of the programmes. KAS clearly informs ACFODE of the administrative requirements and expectations that ACFODE has always adhered to, such as accounting for the German taxpayers' money. The open communication channels between the two partners have allowed them to smoothly work together and to build a strong partnership.

The shared planning and implementation process ensures quality control and effective implementation of the programme. KAS monitors what is going on and what needs to change for internal reporting. For instance, KAS checks the quality of *Arise* magazine before it is published and monitors other programmes of the partnership. KAS emphasised that both ACFODE and KAS staff have a passion and an emotional relationship with their work, which has enabled the two organisations to work together better. According to the KAS representative, 'ACFODE initiates the planning process for the year and KAS supports the implementation of the plans. ACFODE takes the lead during implementation.'

Furthermore, ACFODE's organisational culture of responsiveness to mistakes and KAS's timely response to issues raised, including the timely remittance of activity funds, have greatly contributed to the success of the partnership and the achievement of programme objectives.

KAS and ACFODE also share interests and goals regarding development programmes in Uganda, such as a common focus on women's empowerment, gender equality and the broad promotion of human rights. This partnership has delivered outstanding results relating to women's empowerment and the promotion of human rights, as reflected in the field findings already discussed in the previous sections.

The flexible management style has enabled ACFODE to solicit technical assistance to cover the gaps in staffing. When the workload is heavy, ACFODE engages its members on a contractual basis to implement

some of the activities. Concerning the publication of *Arise* magazine, KAS/ACFODE are also flexible, as reflected below:

> *For me I think that the good practice is allowing us (KAS) to be flexible, they (KAS) do not dictate to us what the themes of Arise magazine should be. We define the theme, share with them and they just approve. KAS' flexibility allows us to exercise our freedom.*

The availability of key planning documents was noted as a success factor. ACFODE has the relevant planning and management documents that indicate good management practices. These include annual reports, programme/activity reports, strategic plans, financial reports, programme concept notes and functional management procedural documents that facilitate the partnership. The record-keeping system in place is commendable and contributes to the effectiveness of the partnership. These are good practices for transparency, accountability and internal monitoring. According to the current and former staff of ACFODE, ACFODE has had a good record of financial and social accountability and this partly explains the long-term partnership with KAS (25 years). On the part of KAS, 'the organisation has an overall goal with indicators. Every year, KAS writes a report on what happened and how far the indicators were met.'

It was noted that while KAS is good at technical and financial support, ACFODE is good at ground mobilisation because of ACFODE's presence at the grass-roots/local level. Owing to this, the two partners find it easy to implement the activities on the ground.

5.3.2 Challenges of the partnership

One of the major challenges of the partnership was identified as the lack of regular monitoring and evaluation mechanisms. There was an outcry across all categories of programme beneficiaries that ACFODE-KAS have done little with regard to programme monitoring and evaluation. A male participant from Kiboga district used an important analogy of a hen to magnify ACFODE's lack of monitoring and evaluation and timely feedback. He stated : '*Omanyi, ACFODE yakoraburungi okutuzaala naye kiringenkooko ezaaraabaana nebaleeka wongabakyalibato*'(literally meaning that ACFODE did something very good by introducing CEDAW committees and initially supporting them but has behaved like a hen which leaves its chicks when they are still vulnerable).

Similar voices were captured in most of the interviews and FGDs across all the programmes. Both ACFODE and KAS staff acknowledged lacking strong monitoring and evaluation and feedback mechanisms with their beneficiaries. Some attributed this to the nature of funding and the one-year period granted for programme implementation that does not allow time to conduct monitoring and evaluation. Such factors negatively affect programme efficiency and sustainability.

The other weakness that came up across all the programme areas was limited geographical coverage. While the partnership was reported to have significantly changed women's lives, there was concern about the limited geographical coverage where a few sub-counties per district were covered, leaving out many women. The KAS representative pointed out that it was not possible for the two organisations to expand the geographical scope of operation owing to resource limitations.

5.3.3   Opportunities for strengthening the partnership

Sustainability of the programmes' impacts was a major concern in all the districts visited. Some of the opportunities for sustainability we identified as:

Building the capacity of ACFODE staff and board members

It is important to continue strengthening the capacity of ACFODE staff and board members to enable them to keep pace with new developments in the field of gender equality and women's empowerment globally and nationally.

Financial sustainability

The sustainability of ACFODE's programmes requires business investments that can generate more income for ACFODE. Some participants suggested the establishment of an endowment fund to promote institutional investments. In line with this, an ACFODE staff stressed that:

...I would like to see the relationship grow stronger but if it were possible, I would like to see them (KAS) give us support towards self-sustenance; like for example I don't know whether it is possible for them to provide an endowment fund. ACFODE is blessed to have her own offices but the ACFODE House is incomplete. If, for example, we got support to complete one of the floors, for me that would be great; it would enable us to supplement on the funds that we get from them. Maybe, they should also be able to increase on the, on the funding and support other expenses that we do have.

Furthermore, the development of ACFODE's existing physical infrastructure, including the land and plots on which the offices are located, is a great opportunity. ACFODE is well positioned to reach greater heights because of its longstanding record of excellence in advocacy for gender equality and women's empowerment. Given ACFODE's 29 years of existence, the organisation would benefit more from documenting its successes through an extensive tracer study. As ACFODE prepares to celebrate 30 years of existence and a 25-year partnership with KAS, there are many opportunities through which the partnership can showcase its achievements and work on the existing challenges to move forward.

6. Emerging Issues and Recommendations

It was clear from the review of documents that Uganda has established an enabling legal and policy framework for improving the status of women in all domains of development. This has led to remarkable progress in a number of areas, especially in increasing access to basic education with the attainment of gender parity at primary level, and in the political arena with increased women's participation in politics at national level. However, there remain marked gender disparities in education retention at all levels and access to higher levels of education, access to productive resources, physical and bodily integrity and voice and decision-making. In this regard, ACFODE-KAS intervention is applauded for being timely and relevant for Uganda, especially for women.

6.1   Assessing the Impact of ACFODE-KAS partnership

An assessment of ACFODE-KAS partnership of the three programmes, namely Women's Effective Participation in Politics and Decision-making, Women's Rights based on CEDAW, and the Youth Programme, reveals that the objectives have largely been met, challenges notwithstanding.

On women's effective participation in politics and decision-making, the findings indicate significant outcomes in terms of expanded women's political participation and decision-making spaces over the last 14 years. At individual level, women spoke of increased women's participation in politics and decision-making/leadership, enhanced women's visibility, awareness of their rights, knowledge and skills and self-confidence/esteem. Other outcomes include increased interest in education and economic empowerment. Women's increased participation in political decision-making was reported to have led to unexpected benefits at household level, such as improved gender relations, reflected in reduced domestic violence and shared family responsibilities and improved household sanitation. Other benefits to the wider community is challenging gender stereotypes around women's relegated space – the private/domestic space, increased awareness of women's rights as well as a reduction in corruption.

The women and men appreciated the Women's Rights Programme for enhancing their capacity to advocate and defend women's rights through increased knowledge and skills related to human rights, and women's rights in particular. This has also contributed to a reduction in the incidence of gender-based violence against women and children and improved domestic gender relations, with reduced divorce rates. They reported changes in attitude towards girls' education; support for girls and women to inherit property; male support for women to join politics; women's increased mobility; and economic empowerment. The programme strengths include the programme's focus on local women – working at grass-roots level and sensitising the communities to understand women's rights and role in society.

The Youth Programme is hailed for enhancing the public speaking skills among female and male youth; for creating opportunities for exposure and networking; and for enabling the acquisition of knowledge about the themes of motions. The major strengths of the youth programme were: choice of motions, particularly on gender and democratic governance; the use of articulate trainers; and appropriate training methods. The use of the British parliamentary debating format excited debaters since many of them encountered it for the first time.

In relation to institutional development, KAS support to ACFODE members and staff development

facilitated increased knowledge and skills as well as exposure to the different areas of women and gender issues, advocacy and gender planning. This has allowed them to further develop their already existing areas of expertise to enhance their job performance. Regarding *Arise* magazine, a review of the reader letters to the issue editors shows that the impact is outstanding, especially in view of the consistent production of the magazine with its focus on current debates on women and gender issues. The strengths of the partnership centre on: the direct interaction of KAS and ACFODE at the higher levels of management; partnerships of equal relations; open channels of communication; a good organisational culture; shared interests and goals; availability of key planning documents; and a flexible management style.

Overall, the evaluation concludes that the ACFODE/ KAS programme has built the capacity of women, communities, the youth and ACFODE as an institution, indicating high levels of programme effectiveness, impact and efficiency. However, there are critical gaps that still need to be addressed to achieve sustained impacts.

6.2   Challenges and Wweaknesses

While the partnership brought a lot of benefits, a number of challenges became evident. The general weaknesses of the partnership interventions include: limited geographical coverage (where the programmes targeted only two sub-counties in the districts of operation, leaving out the majority of the people); lack of local offices; lack of a clear monitoring and evaluation system to track progress and provide feedback on a regular basis; limited community/beneficiary participation in the formulation/ design of the programmes; and limited sustainability.

Programme-specific challenges and weaknesses include:

Women's participation in politics
- Women's time poverty, which is associated with family demands, remains a constraint that hinders women's effective participation in politics and decision-making. Women still have limited confidence to speak in public.
- Women's low economic status that creates financial constraints on their interest to run for political positions.
- The withdrawal of ACFODE from the communities.

Women's rights
- Inadequate financial and technical support to the CEDAW committee was noted to have frustrated the effective implementation of the programme.

Youth programme
- Lack of sufficient time for preparation.
- Limited space to accommodate more youth to participate in the debate. The venues (hotels) offered limited   opportunities for participation to the youth in the programme.

Institutional development
- Balancing work and studies and limited funding, especially for research activities.
- ACFODE's project focus and bureaucracy.

6.3   Recommendations and Opportunities for Improving the Partnership

The programme beneficiaries expressed their thoughts on what can be done to improve the partnership, including:

- Establishing local/grass-roots ACFODE offices.
- Providing more financial support.
- Conducting new and refresher training – for the beneficiaries to keep up-to-date.
- Undertaking community consultations in programme design as well as regular monitoring and evaluation.
- Organising youth debates on the university campuses rather than at hotels as the hotels accommodate limited numbers. The beneficiaries noted that such an arrangement would have enabled other students that were not selected for the programme to join and learn.
- Establishing a clear monitoring and evaluation system for tracking progress and outcomes on a regular basis. Beneficiary follow-up was also found to be lacking and hence needs to be addressed in future.
- ACFODE should raise more financial resources for the sustainability of the programmes.

Based on the findings of the assessment, the evaluation team made the following recommendations:

- ACFODE-KAS should strengthen collaboration with other stakeholders, especially the local governments and CSOs as well as communities, to ensure sustainability of the programmes' impacts.
- The partnership should establish an exit and sustainability strategy.
- Development of a strong monitoring and evaluation system across all programmes to ensure timely follow-up on the ongoing and concluded programme activities so that lessons can inform strategies for improvement and designing new programme areas.
- Identifying and documenting the success stories of the programmes.

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Appendices

Annex 1: Fieldwork Tools

Questionnaire for the Beneficiaries: Evaluation of ACFODE programmes 2000 – 2014

Name.......................................District..Sub-county.....................................
Interviewer...........................Interviewee................................ Date...
Programme focus..
Instructions: Tick the appropriate response(s) and fill in the spaces provided.

	Question	Answer code
A: Socio- Demographic Background		
1	Sex of Respondent 1)Female 2) Male	
2	Ag Age respondents 1) 20 and below 2. 21-25 2) 26–30 3) 31–35 4) 41–45 5) 46–50 6) 51+	
3	Marital Status 1. Married 2. Single 3. Cohabiting 4. Widows/Widowers 5. Separated/Divorced	
4	Type of Marriage 1. Monogamy 2. Polygamy	
5	Number of children None 1-5 6- 10 1 4 11 +	
6	Ethnicity 1. Mukiga/Munyyankore 2. Mufumbira 3. Muganda 4. Munyoro/Mutoro 5. Langi 6. Mugwere 7. Japhadhola 8. Acholi 9. Ateso 10. Any other specify	

7	Religion 1. Protestants 2. Catholics 3. Pentecostal 4. Islam 5. African Traditional Religion 6. Any other Please specify	

B: Socio-economic Background

8.	Highest education level attained 1. Never went to school 2. Primary level 3. Secondary level 4. Tertiary /University 5. Others (please specify)	
9	Occupation 1. Teacher 2. Housewife 3. Politician 4. Farmer 5. Any other (please specify)…………………………………………………..	
10	Major source of income (Please tick one response) 1. Salaried job 2. Farming 3. Donations from family members 4. Casual labour 5. Small retail business 6. Large scale business 7. Any other (please specify)..	

C: Participation in ACFODE programmes

11	How did you learn about ACFODE programmes in your community? (The respondent can give more than one response) 1. Friend 2. District staff 3. Media 4. Other please specify..	
12	What was your situation like before joining ACFODE programme? -- -- -- --------------	
13.	Which of the following ACFODE programmes are you a beneficiary/participating in ? 1. Women's Leadership (Go to section C1) 2. Women's Rights (CEDAW) (Go to section C2) 3. Youth programme (Go to section C3) 4. Any other specify	

	C1: Women's Leadership Programme	

14	When did you get involved in this programme? State the year
	   1. 1989-1994
	   2. 1995-2000
	   3. 2001-2005
	   4. 2006-2014	

15	What are the main activities under this programme --- --- --- ------	

16	How are you involved in the programme?
	   1. Trainee
	   2. Trainer
	   3. Mobiliser
	   4. Mentor
	   5. Any other please specify...	

17	What is your contribution in the councils meetings and committees?
	   1. Chairing committees
	   2. Seconding
	   3. Initiating proposals
	   4. Attending meetings/council sessions
	   5. Voting
	   6. Debating
	   7. Others (specify)	

18	List the positive benefits of women's leadership programme to you as an individual (The respondent can give more than one response) 1. Confidence /self esteem 2. Knowledge, information and skills 3. Awareness of political/women's rights 5. Income 6.Others (Specify)...	

19	What are the positive benefits of women's leadership programme to the community?
	   1. More women in leadership
	   2. Challenging of gender stereotypes
	   3. Community awareness about women's rights
	   4. Others please specify..	

20	What challenges do you experience by participating in the programme?
	   1. Lack of time
	   2. Lack of interest in debating
	   3. Lack of family support
	   4. Lack of confidence to speak in public
	
	   5. others (specify).............................	

21	State the strengths of the women's leadership programme in the community
	   1. Working with locals
	   2. Focusing on women's issues
	   3. Funding programmes
	   4. Any other please specify;...
	....	

22	Mention the best practices/key success factors of women's rights programme/CEDAW in your community? 1... 2... 3... 4... 5...	
23	State the weaknesses of Women's Leadership programmes in the community	
24	Suggest measures that would improve the weaknesses mentioned above 1. .... 2. .... 3. .... 4. .... 5	
25	Would you like this programme to continue in the community? 1. Yes 2. No Why?..	
C2: Women Rights (CEDAW) Programme		
26	Wh When did you get involved in this programme? 1. 1989-1994 2. 1995-2000 3. 2001-2005 4. 2006-Todate	
27	What issues does this programme address in the community? 1... 2... 3... 4...	
28	What are the main activities for the CEDAW committees? 1. Popularizing CEDAW among community members 3. Networking between CEDAW committees within the selected districts. 4. Any other specify	
29	What was your situation like before getting involved in this programme?	

30	How has the Women's rights programme on CEDAW built your capacity as woman leader?	
31	How many CEDAW Committee workshops have you attended? 1. 1-3 2. 4-6 3. 7+	
32	When did you attend the workshops (State the years)	
33	What were the major topics in the workshops that you attended? 1... 2... 3... 4..	
34	How many times in a month do you meet for CEDAW Committee activities?	
35	Mention the best practices/key success factors of women's rights programme/CEDAW in your community? 1... 2... 3.. 4...... .... 5...	
36	What are the positive benefits of women's rights programme to you as an individual? 1. Knowledge and skills gained through training 2. Understanding women's rights 3. Any other please specify...	
37	What are the positive benefits of the programme to the community? 1. More women ably follow up cases of women's rights violation. 2. Training both men (male champions) in skills to address violation against women's rights 3. Community awareness about women's rights 4. Other please specify...	
38	State the strengths of the women's right programme/ CEDAW in the community	
39	State the weaknesses of this programmes in the community 1. Limited coverage 2. Inadequate financial facilitation 3. Lack of ACFODE offices at the local level 4. Any other please specify..	

40	Suggest measures that would address the weaknesses mentioned above 1. .... 2. .... 3. .... 4. .... 5	
41	46. Would you like this programme to continue in the community? 1. Yes 2. No Why?	
C3: _Youth programme_		
42	When did you get involved in this programme? 1. 1989-1994 2. 1995-2000 3. 2001-2005 4. 2006-Todate	
43	What are the main activities of this programmes? --- --- --- --------------------	
44	Which ones have you been involved in? --- --- --- --------------------	
45	How are you involved in these activities? 1. Debater 2. Mentor 3. Member of debating club 4. Debate patron 5. Debate trainee 6. Any other, please specify	
46	What was your situation like before you got involved in this programmes? --- --- --- --------------------	
47	List the positive benefits of the youth programme to you as an individual (The respondent can give more than one response) 1. Confidence /self esteem to speak in public 2. Knowledge and awareness e.g. gender/human rights, good governance, political rights 3. Networking/friends for support 4. Exposure 5. Critical, analytical and communication skills 6. Recognition 7. Participating in a debating tournament/grand tournament 8. Others, please specify:	

48	What are the positive benefits of the youth debate programme to the youth in tertiary institutions in general? (The respondent can give more than one response) 1. Knowledge and awareness of gender/human rights, good governance and political rights 2. Confidence and self esteem to speak in public 3. Networking/friends for support/widening networks 4. Critical, analytical and communication skills 5. Recognition 6. Others please specify..
49	Mention the best practices/key success factors for the youth programmes? 1. Continuous encouragement for youth to participate by ACFODE 2. Initiating debating clubs 3. Wide coverage/involving many tertiary institutions both public and private 4. Training/guiding the youth to debate 5. Choice of the debating topics 6. Any other, please specify...
50	What are the mains strengths of the youth programme 1. Commitment of ACFODE 2. Willingness of the participants 3. Methods: Training workshops. and publications 4. Knowledgeable trainers 5. Good content with a global perspective 6. Others, please specify: ....
51	What challenges do you experience by participating in the programme? 1. Lack of time 2. Lack of interest in debating 3. Lack of family support 4. Lack of confidence to speak in public 5. Intimidation by other students 6. Any other, please specify ....
52	What could be done differently to address the above challenges --- --- --- ---------
53	Would you like this programme to continue? 1. Yes 2. No Why?.. ....

THANK YOU

Key Informant Interview Guide – National programme officials

Executive Director ACFODE, Programme Officers in ACFODE, Board member ACFODE, KAS representative(6 interviews)

1. Background information on the respondent (name, sex, position and years of service).
2. Basic information about the programme (aims and objectives, target, duration, staffing levels, capacity, partners).
3. How do you evaluate the working relationship between ACFODE and KAS? Focus on key areas of agreement and disagreement.
4. How has such a relationship influenced the achievement of programme objectives? (Probe for the key factors for the success of the partnership.)
5. How long have you been involved in the programme? What is your role in the programme?
6. What is the budget for the programme? Is the funding adequate to meet your objectives?
7. Do you have a logframe? Did you do a baseline? What indicators do you use to evaluate progress? How do you give feedback to the target communities?
8. How is the programme relevant to the targeted beneficiaries?
9. What was the programme design process like? Were you involved and if so, how? Were local beneficiaries involved in the design and if so how?
10. How have the objectives of the programme been met?
11. What were the key outputs for this programme; to what extent did you implement them?
12. What have been the key achievements or what do you think they will be? How do you measure this? What are the unexpected impacts of the programme?
13. What have been the key challenges/weaknesses of the programme? How can these be improved?
14. What are the good practices of the programme? What are the strengths of the programme?
15. What are the opportunities for improving the programme?
16. Exit/sustainability strategy.

Key Informant Interview Guide – District officials (Community Development Officer and Gender Officer, sub-county chief)

1. Background information (name, sex, occupation, main economic activity, age and education).
2. How is the situation of women and girls in the district/community? How has it changed over the last 15 years? (Probe for political and socio-economic empowerment, education etc.)
3. What programmes exist in the district/community to address women's situation?
4. Are you aware of ACFODE programmes and interventions that address women's issues in the district? (Probe for specific activities, when they started, target groups, etc.)
5. What are the main objectives of the programmes?
6. How have these programmes changed the situation of boys and girls and women and men?
7. What are the main strengths of the programmes?
8. What are the main challenges /weaknesses of the programmes?
9. What opportunities exist for improving the programmes?
10. What can be done differently to make the programmes more efficient and effective?

Focus Group Discussion (programme beneficiaries, local councils and CEDAW committees)

1. Background information (name, sex, occupation, main economic activity, age and education).
2. Location (district, sub-county and parish).
3. What is the situation of women in the district? (Probe for participation in local councils, violence, economic empowerment, problems they face etc.) Has the situation changed over the last 15 years?
4. What programmes exist in the community? (Probe for the implementing agency.)
5. What ACFODE programmes are being implemented in this community, and when did they start? (Probe for the activities being implemented.)
6. Who are the target groups and what criteria were used to select them/how were they selected?
7. How were you selected to be part of the programme? When did you get involved/for how long have you been involved in the activities?
8. How have ACFODE programmes changed women's lives in this community? (Probe for their experiences before and during the participation in the programme – involvement in decision-making at home and local council meetings, representation in councils/CEDAW committee, participation in council meetings, freedom to attend public meetings etc.)
9. What are the benefits of ACFODE programmes to the community?
10. What do you think are the strengths and weaknesses of the programme?
11. What do you think could have been done better/differently?

In-depth Interview Schedule (case studies – programme-specific beneficiaries, local councils and CEDAW)

1. Background information (name, age, sex, marital status, economic activities and education level).
2. What ACFODE programme are you involved in?
3. What are the aims of the programme? When did it start?
4. Were you involved in the design of the programme?
5. When and why did you decide to get involved in the programme?
6. How were you selected? What criteria were used?
7. What was your situation/condition like before getting involved in the programme?
8. How are you involved in the programme? (Probe roles, activities etc.)
9. What are your personal experiences as a beneficiary of the programme? (Probe for achievements, benefits, challenges, prospects.)
10. What are the benefits of the programme to the general community, especially women in general?
11. What do you think are the major programme strengths and weaknesses? What are the good practices from the programme?
12. What do you think can be done better or differently for the programme to benefit not only you as an individual but also the community?

Annex 2: Higher Institutions and Enrolment by Sex in 2011

Institution	No. of Institutions	Males	(%)	Females	(%)	Total
Universities	32	78,817	52.3	61,270	43.7	140,087
Business Institutions	58	12,260	49.1	12,724	50.9	24,984
NTCs	7	4,989	63.6	2,853	36.4	7,842
Health Institutions	21	3,924	52.4	3,564	47.6	7,488
Management Institutions	12	2,293	41.9	3,179	58.1	5,472
Technical Colleges	5	2,914	89.7	336	10.3	3,250
Agriculture, Fisheries and Forestry	3	1,169	71.4	456	28.6	1,625
Media Institutions	4	967	59.7	653	40.3	1,620
Theology	11	1,326	83	271	27	1,597
Law Institutes	1	500	62.5	300	37.5	800
Cooperative Colleges	2	204	58.6	144	41.4	348
Tourism Institutes	3	137	60.6	89	39.4	226
Art Institutes	1	134	68.7	61	31.3	195
Aviation Institutes	1	127	86.3	20	13.7	147
Meteorological	1	15	38.5	24	61.5	39
Survey Institutions	1	27	90	3	10	30
Others	1	452	70.6	188	29.4	640
Total	164	110,255	56	86,135	44	197,030

Source: *National Council for Higher Education (2011)*

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