

Strategic Partnership

Inception Report

Programme N°: 1980-03/2019
 Programme Title: Women and Youth Resilience Project (WAYREP)
 Country: Uganda
 Project Duration: 1st April 2019 to 31st March 2024
 Inception Phase: 1st April 2019 to 30th September 2019
 Programme manager: CARE Österreich: Karen Knipp-Rentrop; CARE Uganda: Doreen Ayebare
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Financial statement per 30th September 2019 (euros)

Cost Position	Total costs according to contract	Cleared items	Submitted for examination	Open items according to contract	Open items after reallocation
Inception Phase	301.051	-	204.936	96.115	-
Implementation Phase	4.948.949	-	81.147	4.867.802	4.963.917
Total Overall Costs	5.250.000	-	286.083	4.963.917	4.963.917

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1. Introduction

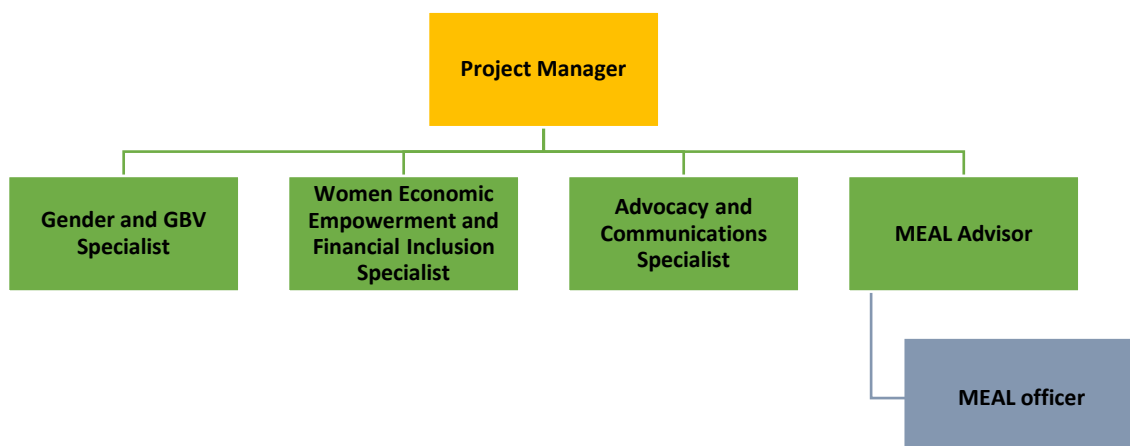
The Women and Youth Resilience Project (WAYREP) in Northern Uganda is being implemented by CARE Uganda with funding from a five-year (2019 – 2024) strategic partnership of CARE Austria with the Austrian Development Agency (ADA). It focusses on women and girls’ empowerment within the context of some of Uganda’s most pressing current challenges which include displacement and rapid urbanization whereby urban centres are attracting particularly young people who increasingly struggle to earn a living from agriculture or natural resource-based livelihoods in rural Uganda.

WAYREP’s overall objective is to “Strengthen the resilience of refugee & Ugandan women, girls and youth to live a life free from violence in Uganda”. The project is built on the hypothesis that gender-based violence (GBV) has two main drivers, gender inequality and poverty, exacerbated by displacement (whether as a refugee or as an urban dweller coming from rural Uganda). WAYREP’s theory of change therefore assumes that if refugees and vulnerable women and girls in host communities and towns have access to dignified livelihood opportunities while gender, social and cultural norms that perpetuate GBV are supported to change, the risks of reverting to negative coping mechanisms will significantly reduce and their self-reliance will increase (see annex 1).

2. Description of Inception Phase

WAYREP’s inception phase was a six-month period from 1st April to 30th September 2019. The main purpose of the inception phase was to set up the project, to conduct formative research studies, to select implementing partners and to have initial engagements with key stakeholders in the targeted areas. Overall, the inception phase has been instrumental in informing project design, facilitating set up of the project as well as identifying and initiating partnerships required for good programming.

The project team has been partly recruited. While the Gender and GBV specialist, the MEAL advisor and driver started from April, the Project Manager, the Grants Coordinator as well as the Women’s Economic Empowerment and Financial Inclusion Specialist could only be recruited later (August resp. November). The process of recruiting the Advocacy Specialist is ongoing. The delays were due to challenges in identifying qualified candidates and due to the time required to give notice to previous employers. This had implications on some of the inception phase’s key activities. The official kick-off workshop, for instance, was done only in June. During the inception phase, the WAYREP team structure was revised based on more detailed planning and discussions with the partners. The following structure has been agreed for the technical team of CARE Uganda:



All the planned **inception phase studies** were carried out, that is:

- a) **A Rapid Gender Analysis (RGA) and Gender Based Violence (GBV) assessment** (Annex Study 1). It was done internally and not by a consultant as originally planned
- b) **Social Accountability (SA) scoping study** (Annex Study 2). It was done by a national consultant and included both field and desk research.
- c) A **(Self) Employment & Livelihood assessment** and a **feasibility study for rolling out Multi-Purpose Cash Transfers (MPCT) in connection with Y/VSLAs**. A consultant team was tasked with both of those studies. They shared preliminary findings but did not finalize the report during the inception phase (see below)
- d) A **meta-study** including **four knowledge model papers focusing on: Women and Girls' Economic Empowerment, Youth Skills Development, Women and Girls' Leadership, Gender-based Violence Community-based Mobilisation and Prevention** (Annex Study 3-7). The meta-study was done by two international consultants who did desk research and reached out to international CARE colleagues to contribute to building a body of knowledge drawn from past and current programming experience, in particular in urban and emergency contexts, that can be used to inform the implementation of WAYREP. One of the consultants complemented this research during a field visit in Kampala and Arua, which included key informant interviews, focus group discussions with target group members and two workshops with CARE and partners to learn about practical experiences of implementing the above mentioned approaches in Uganda.

All studies were very informative in providing context-specific information for refining the project design and project activities. In addition to the studies, the WAYREP team organised several **field visits** to the intervention areas, met with key stakeholders and community members, did a stakeholder mapping and collected further relevant information through desk research, consultations etc. A dropbox library with key documents was created. Two **workshops** helped to discuss the project design in view of the various research finding and recommendations. In the first workshop, the consultants presented their preliminary study results. The final consolidation workshop was a multi-stakeholder engagement with potential partners, CARE International staff from related projects, district officials and representatives of Civil Society Organisations (CSO), including for instance a refugee Community-Based Organization (CBO). It allowed for rich discussions and broad ownership while developing the detailed project interventions, the results matrix, the risk mitigation plan, beneficiary criteria etc. To a large extent, the inception report is based on the findings and recommendations from the formative research, workshops and consultations. (More details on the studies are provided in section 4)

Important to note here is that *the '(Self) Employment & Livelihood assessment and the Modality study for roll-out of Multi-Purpose Cash Transfer (MPCT)'* has not been signed off yet. During the process of delivery, oversight and support was provided to ensure good quality. The WAYREP team even invited CARE's Regional Cash and Markets Regional Hub Coordinator to Uganda to give direct feedback to the consultant team and provide recommendations and a training to the WAYREP team. However, despite these efforts, the quality of the report submitted by the consultant team was not satisfactory. Their contract was terminated and the studies will be finalized inter alia with support of the regional CARE expert.

Key **procurements** for project start up were done, specifically the project vehicle, purchase of computers, phones and an assortment of visibility materials.

The **inception meetings and the beneficiary selection** were not carried out as planned as both activities required the on-boarding of partners first. Their participation was considered crucial to enhance recognition and ownership. The activities will be prioritised in implementation phase. However, **one-on-one meetings** were held with targeted district and settlement officials to introduce the project, consult on specific project intervention locations, discuss context and proposed interventions. The targeted officials also provided recommendations on targeting criteria. Some of the district officials which were engaged during field visits and meetings include the Principle Community Development Officers, Town Clerks, the Sub-County Chief for Omugo, Community Development Officers, representatives of the Office of the Prime Minister (OPM) and Refugee Welfare Councils (RWC). **Internal inception workshops/meetings** were conducted to inform planning and roll out of the project and coordinate with existing CARE projects. Engagements and involvement of the leadership, other NGOs and potential partners during the inception phase has strongly grounded the project take-off, built relations as well as facilitated a commendable partnership for implementation across board.

Continued regular and close **networking and collaboration** with formal and informal structures, decision makers and other influential actors regarding WAYREP target groups will be crucial – not only for the success of the project, but to be able to anticipate any risks and address them in good time. Thus, a **stakeholder's analysis** was conducted throughout the inception phase. It revealed quite a number of relevant stakeholders and coordination mechanisms both in Humanitarian and Development sectors. Many of them have expressed enthusiasm and interest in working with the WAYREP team. The collaborative and mapping effort will be continuous throughout the project, to ensure that any important new relationships are not neglected (e.g. potential new leadership with change to city status for both Arua and Gulu municipalities).

CARE International in Uganda is represented in the **relevant coordination mechanisms** at national, district and community level relevant sectors. The WAYREP project was nominated by the Country Office to coordinate and represent CARE at the Gender, GBV and Social Protection, Cash, and Mental Health and Psychosocial Support (MHPSS) working groups at national level. These spaces will facilitate sharing and learning in the process of delivery of the intervention. As CARE has benefited inter alia from the Ministry of Gender's dissemination of its GBV Policy, Male Engagement Strategy and the National GBV Database roll out, project interventions will be aligned with the relevant guidelines of the Government of Uganda.

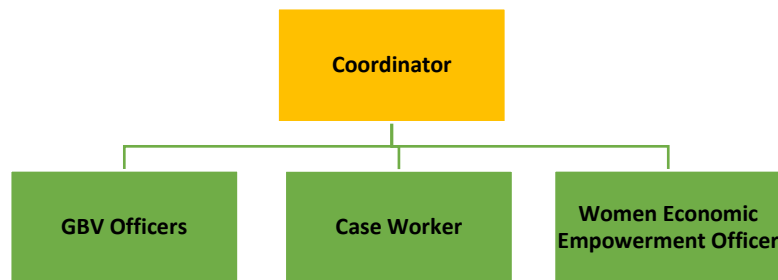
Contrary to the original planning, the 3rd **National Action Plan on UNSCR 1325**, UNSCR 1820 and the Goma Declaration (NAP) has not been launched during the inception phase and is still being finalized. WAYREP continued to actively engage in influencing the new NAP and did advocacy around Women, Peace and Security both in Uganda and Austria. However, the delay in the NAP process has implications for the pace of progress of WAYREP's Results Area 4 on government accountability.

3. Description of the local partner organisations

The **partner selection process** has almost been concluded with two implementing partners selected, **GWED-G** (Gulu Women's Economic Development and Globalization) for Gulu Municipality and **CEFORD** (COMMUNITY EMPOWERMENT FOR RURAL DEVELOPMENT) for Arua both in the municipality, Omugo settlement and Omugo sub-county. The ongoing Government process of validating NGOs operating in Uganda delays the final selection since it is necessary to ensure that the shortlisted partners have been officially validated.

The partners were selected in an open and competitive process based on Expressions of Interest. A selection committee scored the listed applicants according to specific competence criteria. To assess the capacities of the top four candidates further, technical assessment visits, including field visits, as well as due diligence assessments were conducted. The decision for the Arua partner - CEFORD (Community Empowerment for Rural Development) - was made because of their technical expertise and their experience of operating in Omugo and Arua. The decision for Gulu is yet to be finalised, since the due diligence and technical assessment of the high-scored organisation GWED-G (Gulu Women’s Economic Development and Globalization) is pending. As CARE’s partners in the previous NUWEP interventions and CARE’s ADA framework program “Learning for Change” (L4C), GWED-G has experience in using CARE’s key methodologies. A brief description of the two selected partners can be found in annex 2. Based on the assessments, both partners will benefit from further technical and institutional capacity development (e.g. on Gender Equity and Diversity, Code of Conduct and PSEA, finance management and MEAL)

The partner’s teams will mostly consist of the following positions:



4. Findings and Recommendations of Inception Phase

This section presents the key findings and recommendations of the various studies, interactions and workshops that were conducted in the inception phase and how these affect the four WAYREP result areas.

Before considering the adaptations to each result area, the section begins by presenting the **Rapid Gender Analysis** findings and recommendations as these cut across the whole project and have been incorporated in all WAYREP result areas.

4.1 Rapid Gender Analysis and GBV Assessment

The rapid gender analysis for WAYREP gathers information on how differences in gender roles, activities, needs and opportunities and rights/entitlements affect men, women and male and female youth in the urban poor Ugandan and refugee communities in Arua and Gulu. It includes a section dedicated to gender based violence (GBV) which examines the forms and drivers of GBV as well as the availability and adequacy of GBV services in both towns. The purpose of the study was to inform how WAYREP programming can be best designed to meet the needs of its various target groups. The study does not look into Omugo settlement in depth and focuses on the towns because of CARE Uganda’s limited experience of working in the urban context and the need to prioritize learning on this front. In addition,

CARE Uganda had commissioned an earlier RGA¹ focusing specifically on Omugo settlement from which relevant findings were incorporated, where possible².

The study considers five main lines of inquiry for gender analysis³ each exploring how and why the positions of men, women, female and male youth in Ugandan and refugee communities may differ and what the implications for WAYREP programming might be.

CARE Uganda and CARE Austria staff⁴ led two research teams to collect data in focus group discussions and key informant interviews with target group members and representatives, local authorities and other relevant stakeholders such as NGOs in two five day missions from 22nd to 26th July 2019, in Arua and Gulu towns. The team drew on desk review literature where additional contextual information or crosschecking was required. Where relevant and readily apparent, the RGA presented consistent patterns of differences in findings across gender, age and status (refugee or Ugandan) amongst the target groups.

Key findings

Most findings from the RGA fall in line with patriarchal norms and practices where men and women's respective aspirations, needs, roles and responsibilities are concerned. This applies to refugees and Ugandans alike with some small variations in degree. The most important findings for programming and their recommendations are listed below:

Decision making:

Men and male youth are the main decision-makers at both the household and community levels and female youth are the most disenfranchised group in this respect. However, women are gaining ground in decision-making at household level as a result of economic empowerment programmes in the case of Ugandan women, and of being registered as heads of households for settlement distributions in the case of refugee women. Access to these resources has given women more of a legitimate claim to decision-making at home which many are exercising. Although this is an encouraging development, respondents raised that it could also be a trigger to GBV because it disrupted the conventional male-dominant distribution of power within the family.

Division of labour:

WAYREP target groups, refugee and Ugandan alike, expect men to be the family providers and breadwinners and women to be the home makers and care givers. However, this distinction is blurring as the demands of the urban cash based economy and Uganda's high rate of unemployment require both men and women to work. Women typically sell food at the market and while hawking and many men travel abroad or to other parts of the country in search of work. Although finding work is a struggle for everyone, refugee men report that it can be even worse for them because they do not have access to the local social and other networks where opportunities for work may come up. Where urban poor male and female youth of school going age are concerned, many are forced to drop out and work because their parents cannot afford the school fees. However, male youth in particular tend to end up idle and abuse of drugs and alcohol or engage in anti-social behaviour to pass the time.

¹ This was the RGA on Power, Omugo settlement, CARE Uganda West Nile, 1 March 2019 (Draft version 1).

² Note that the earlier RGA focused on governance and therefore did not delve deeply into GBV issues.

³ Adapted from [CARE's Good Practices Framework for Gender Analysis](#)

⁴ CARE Austria gender adviser, Nedjma Ouerdane, led the Arua town team and CARE Uganda GBV Specialist, Janepher Taaka, led the Gulu town team.

Access and control of resources:

Refugees and Ugandans have equal access to public health, education and sanitation services in the eyes of law. In practice, these services are underfunded and insufficient to meet demand – not least because the demographic data underpinning their budget is underestimated⁵ - and refugees can face discrimination in accessing them, especially if they cannot speak English or the local language. In refugee families, women typically have access to settlement distributions as the registered heads of households and can also often rely on remittances from family back home. Ugandan women and female youth in particular participate in economic empowerment programmes run by government, INGOs and financial institutions which provide them with training, skills and other resources. Men and male youth tend to bemoan their exclusion from such programmes, not only because they cannot gain from these trainings, skills and resources but also because they cannot benefit from the support network of peers that often emerges from them.

Needs

The priority needs for all WAYREP target groups is income and access to clean water. The lack of the former - or rather, poverty, has been identified as the overwhelming driver of GBV in this RGA. The latter is one of the only causes of tensions between refugee and Ugandan groups. It is also crucial for adequate menstrual hygiene for women and girls which is another prevailing need for women and female youth across both Ugandan and refugee target groups.

4.2 Result Area 1: Enhanced sustainable and dignified livelihood for women and youth.

The findings below are mostly based on the meta-study, the model papers on Women and Girls Economic Empowerment and Youth skilling, interactions with stakeholders and research in the context of the (Self) Employment & Livelihood assessment and the Modality study for roll-out of Multi-Purpose Cash Transfer (MPCT).

The economic situation of target group

The inception phase showed that the majority of target group members in urban areas are engaged in the informal sector that is mostly in petty trade and casual labour. Refugees mostly depend on humanitarian agencies' in-kind support or cash transfers. Host community members of Omugo sub-county primarily do agriculture. In all locations, women are responsible for unpaid care work. This needs to be considered when planning activities e.g. with young mothers. Further relevant gender dynamics have already been described in the above section on the Gender Analysis findings.

Humanitarian agencies in Uganda increasingly implement cash programming. The Cash Working Group defined the Minimum Expenditure Basket (MEB) for Ugandan settlements as about 70.000 Ugandan Shilling per person per month (including food and non-food items).⁶ This as well as other social protection schemes such as the 'Third Northern Uganda Social Action Fund Project for Uganda' are mostly focused on the rural context. Figures for the urban context will need to be adapted to the higher living costs in towns. According to findings from the livelihood study, most interviewed target group

⁵ Refugees cannot register as inhabitants in Arua or Gulu towns which means that they are not included in the demographic data used for municipal budgeting and planning.

⁶ World Food Program (WFP) usually only covers appr. 30.000UGX for food, the rest needs to be added by other agencies. For more information on the MEB and social protection schemes see Minimum Expenditure Basket Harmonization Guidance, March 2019.

households live below the Ugandan poverty line of 4.800 Ugandan Shillings (UGX) per day, many even below the extreme poverty level of 2.400 UGX. Coping strategies were said to be to borrow money or, in case of refugees, remittances. All target groups turn to community leaders and places of worship for guidance and support. Some typical harmful coping mechanisms in trying to meet their needs are transactional sex and child and/or forced marriage (mostly affecting women and female youth), taking children out of school, alcohol / substance abuse and gambling and betting (mostly men and male youth) or exploitation of natural resources. Refugees also resort to selling their distributions or renting out their distribution cards to generate some extra cash.

Asked which self-employment opportunities respondents would prefer, women were mostly mentioning service and petty trade, while men were more interested in vocational works and services. The majority referred to traditional male/ female areas of work. The main constraint for livelihood activities was said to be access to finance. Other challenges were lack of business and technical skills as well as lack of transport and markets. In view of employment and apprenticeship opportunities, the research showed that urban areas are clearly advanced. Artisans, however, could be found in all locations, even though many require additional tools and trainings to be able to accommodate apprentices. Formal vocational training institutions are found to be relatively expensive both in regard to the fees but also in view of additional costs required.

Selected target group specific challenges

The meta-study and the four model papers identified specific learnings for urban, humanitarian and youth programming. Even though many have been taken into consideration for implementation design, only few can be mentioned here. Experience shows, for instance, that the group mobilisation phase for all of WAYREP target groups is likely to require greater investment in terms of time and effort. To take into consideration the mobility and the limited time of most of the target groups, formative research suggests different approaches such as mobile money technology or adapted saving cycle lengths and group compositions.

Working with youth raises particular challenges. Mobilization should be done through peer-to-peer outreach (with a gender component to also reach female youth who are often rather isolated) and activities should combine savings groups, technical, life and soft skills development (including for instance language courses) as well as creative exposure and events to keep the young people's attention and help them discover their potentials and opportunities. Mentoring, coaching and peer support as well as the support of caregivers or spouses are further important success factors. Active case management to accompany the youth should take place from selection, throughout the saving and skilling process and into the transition to jobs.

In order to successfully reach the very poor and vulnerable target groups, psychosocial support can be an entry point (e.g. through drama, sport or community fun days), sometimes in combination with material support (e.g. Multi-Purpose Cash transfers for a defined period) to enable participants to meet their economic needs. The meta-study suggest that "this will involve implementation of different programming models and different combinations of the models with different groups", that is to develop an integrated package of activities e.g. for vulnerable youth which involves a flexible sequencing of literacy training + life skills training + cash transfers + vocational skills development/placements in parallel to YSLA + financial education and enterprise development training.

4.3 Result Area 2: Reduction of the acceptance and tolerance for GBV in target areas

The SASA! approach and CARE's Role Model Men & Boys (RMMB) approach have been tried and tested by CARE in various contexts and have proven to be effective in reaching their goals. However, the formative studies during the inception phase – namely the Rapid Gender Analysis (RGA) and the knowledge model papers on GBV, women and girls' empowerment and women and girls' leadership – provide findings to take into consideration for implementation in the new urban WAYREP context but also for implementation in general across the urban / rural divide on a programmatic level.

Working with others

It is crucial to involve and work with a range of actors for the Behaviour Change and Communication (BCC) strategy to be successful and these include traditional, cultural and religious leaders, local authorities and service providers as well as relevant associations and networks. Other relevant networks such as GBV networks will also be informed on and involved in WAYREP activities. Engaging with youth is likely to take more time⁷ and be more challenging as many are out of school and may not be easily reached as a result. Alternative routes for engaging with youth identified in the formative studies include associations such as boda boda (motorcycle taxis), sex workers', refugee and slum dwellers' associations.

Capitalizing on safe spaces and existing female leaders, for women and female youth

WAYREP will provide several safe spaces for its target groups for example in Y/VSLAs, Male Action Groups (MAG) and SASA! activities. The spaces for female youth in particular will be a particularly important empowerment and learning platform. There are two main reasons to monitor these female youth safe spaces closely. First, they will provide the data and insights relating to our learning agenda question(s) on the day-to-day lives of female youth, which is the most marginalized and powerless target group according to the RGA. Second, they provide fertile ground for impact with regard to women's wellbeing and GBV response. WAYREP will integrate activities on women's leadership in these safe spaces. This will not only help boost women's self-esteem and confidence, it will also provide an opportunity to bring in inspiring and influential women which are already leading the way on the ground and could be strong role models for female youth.

A note of caution regarding how participants are brought together in these spaces: the RGA found that some target groups were very hostile towards one another and would not interact if they were brought together for an activity.⁸ The project needs to take this into consideration when selecting and working with the beneficiaries.

Pace and content of sensitization campaigns

The RGA found that there are differences between WAYREP target groups in terms of how they understand and tolerate certain forms of GBV. Some groups consider child marriage and domestic violence very normal practices. The main implication of this finding is on the pace and content of SASA! sensitization campaigns. Rather than develop a single consolidated GBV sensitization campaign package, WAYREP will pace the topics covered carefully starting with the least controversial and gradually

⁷ "The BoC program also found that youth outreach takes longer and requires greater time and effort compared to mobilising adult savings groups – youth are often skeptical and lack confidence to engage in groups and multiple sensitisation meetings must be held – and often these meetings need to be in evenings and weekends when youth are not working which has implications for staffing/operations." WGEE, p. 7

⁸ This was said in reference to tension between Dinka and Nuer tribes of South Sudan.

introduce more contentious topics. This will be done with the support of careful monitoring of reactions, progress and feedback on sensitization activities vis-a-vis different audiences in order to anticipate challenges and better plan more sensitive content for the future. In addition, the materials for sensitization will be adapted to the various target group languages. The language barriers and low literacy levels of many women and girls (...) have been found to present key challenges for the delivery of effective GBV messaging in previous humanitarian programmes⁹ and this is also relevant to target groups in the urban context.

The Engaging Men and Boys (EMB) approach

Engaging with and working with men and boys is crucial to facilitating gender norm change, reducing any backlash against women participating in WAYREP and liberating men's own voice with regard to the psychosocial issues they deal with in their own context. The GBV model paper also emphasizes that "engaging men and boys activities with youth is a key element of programming for community based GBV mobilization and prevention".¹⁰

A very strong finding in the RGA was that women's empowerment and greater access and control of resources could be a trigger to GBV because men could perceive it as a threat to their masculinity and to their role as providers or 'breadwinners'. As a result, WAYREP will work closely with men at the household level to challenge the negative perception of women's empowerment and help it become something to embrace for the wellbeing of all members of the household. One way which has proven effective in reducing tension and GBV is to combine household dialogues, which are designed to help develop more supportive male attitudes to women's economic empowerment with the RMM&B approach.¹¹ However, this approach will be difficult to implement in the very mobile urban contexts. WAYREP will thus need to adapt an adapted EMB approach and ensure that household members of its beneficiaries will benefit at least from the regular outreach activities of Result Area 2.

The EMB approach also needs to take into account men's high mobility in Arua and Gulu towns. Many men – particularly refugee men – move around the country or across borders in search for work and end up being away from their families for extended periods of time. Yet the EMB approach requires men to be engaged in bringing about the change we want to see and this applies for WAYREP. The programme will therefore need to find a more flexible in engaging with men. Two recommendations are to: 1. Schedule EMB start up / milestone activities on dates when the men are likely to return to their families (e.g. religious holidays) and 2. To engage with community leaders, by proxy.

4.4 Result Area 3: Enhanced support to survivors of GBV

This section is mainly based on findings of the RGA and consultations with key stakeholders in the field.

Main Forms of GBV

According to the RGA, the most prevalent forms of GBV are defilement, domestic violence and intimate partner violence, sexual assault, child marriage, forced marriage and transactional sex. Child marriage and physical violence are particularly common amongst the South Sudanese refugee community. Poverty is the overwhelming driver of GBV and child abuse. Social norms, culture and religion and

⁹ CARE Uganda Knowledge Model Paper: Community-based GBV Mobilisation and Prevention, p.9

¹⁰ Ibid 12

¹¹ CARE Uganda Knowledge Model Paper: Women and Girls' Economic Empowerment p. 7

alcohol and substance abuse are also key drivers for GBV across the WAYREP target groups. The inception phase highlighted that many youth or even children experience GBV. Thus, WAYREP needs to develop approaches that are specific to their needs.

Strengthen existing services

The RGA demonstrated that there is insufficient awareness and knowledge on what GBV services are available to GBV survivors amongst both rights holders and duty bearers in both Arua and Gulu town. In view of service provision, Arua municipality mostly relies on government, whereas in Gulu municipality additional service providers are active (in particular Action Aid and Thrive, according to stakeholder mapping). The GBV referral pathway is far from being common knowledge and requires much better dissemination within both towns. Within the GBV referral pathway system itself, there are many issues: it is disjointed, under-resourced and GBV reporting is low partly due to the systemic weaknesses of GBV case management at each stage of the referral pathway. Contrary to the municipalities, the referral system as well as the coordination systems in the refugee settlements are more operational and known. Several organisations are providing services to survivors, in the villages 4-6 in Omugo in particular IRC, TPO and CARE. Host community members can also benefit from the services but they face challenges of access. In the more remote areas of Omugo sub-county, prevalence of GBV is high while there are few existing services and a weak coordination of actors. Even though some services providers such as police, healthcare and judiciary already received trainings, they require further practice-oriented and ongoing training in all locations. Staff turnover is a big challenge as is the fact that, so far, municipalities as well as Omugo sub-county have only received limited support.

Consider dynamics of districts and municipalities

The governance, management and coordination of GBV cases and services at the municipal level are very weak and rather disconnected from district level structures. During the data collection process for inception phase studies and other direct engagements with district/municipality officials, it was realized that for example in Gulu District, GBV coordination meetings are run consistently at district level but with no engagement of the municipality officials. Overall the two structures are parallel even when there is need for strong collaboration. WAYREP interventions will need to take caution of this, facilitate strengthening coordination across the two structures as well as monitor the state of affairs to avoid foreseen negative implications on the project. GBV action plans exist in both districts.

Need for community-based interventions

If survivors report, they are mostly addressing local leaders. Consultations repeatedly showed that many of those leaders are inclined to solve even serious cases of GBV at their own level, without referring to more specialized services. Community-based interventions are thus essential in order to ensure that survivors access adequate services and that each actor is aware of its role, responsibility as well as limitations.

4.5 Result Area 4: Increased accountability of the Government of Uganda on the implementation of relevant frameworks for women and girls' protection and rights.

The Social Accountability Study as well as interactions with local government and civil society actors provided key findings to take into consideration for programming.

Facilitate the participation of marginalized groups

Since affirmative action is applied in national and local government as well as in the Refugee Welfare Council structure that mirrors the Ugandan local council system, women and youth are represented in most decision-making bodies in Uganda. The inception phase research pointed to influential women in formal and informal spheres, who in some cases hold even multiple roles within the Ugandan or refugee community. The social accountability study thus recommended to identify more vocal women from the Ugandan and refugee communities, including women in leadership positions, in order to enhance their influence and their capacities to represent the interest of their constituents and to advance issues of women's rights. In this regard, the model paper on Women and Girl Leadership proposes successful approaches and highlights the relevance of psychosocial activities which are a "key strategy for strengthening agency and building women and girls' confidence and capacity to participate in leadership activities" and provide "a social network and safe space where women can share experiences and support each other"¹².

Despite affirmative action, however, the majority of women, even many members of local decision-making bodies, cannot effectively and equally participate in politics. Gender analyses in urban and refugee contexts demonstrate that women still face significant challenges for meaningful political participation. In particular female youth are very often marginalized and their issues and interests hardly considered in formal and informal decision-making spaces. It was thus recommended to put a particular focus on young women and girls and strengthen their capacities to voice their interests and to advocate for their rights. Influential women could be used as role models. CBOs and CSOs should be encouraged and capacitated to facilitate the meaningful participation of young women in spaces for dialogue and negotiation and to better integrate concerns and evidence from affected women, girls and youth in their advocacy work.

Many women and youth are organized in groups which represent certain interests or have potential to do so, such as socioeconomic, cultural, religious or solidarity groups.¹³ However, most of these groups lack the necessary skills to successfully advocate for their rights and concerns.

Social Accountability mechanisms

There are a variety of social accountability mechanisms used both by the government as well as CSOs in Arua, Gulu and Omugo settlement. The Social Accountability Study lists several of them. Most of them are only used in limited geographic and thematic areas. They range from individual anonymous complaints mechanism (e.g. U-Bridge SMS platform) and awareness raising on specific issues (e.g. media based mechanisms) to dialogues with decision-makers (e.g. barraza or community dialogues) to more long-term interactions of service providers and rights holders (e.g. community score card) and public expenditure tracking. For assessing the different options, the study considered qualities such as promotion of local ownership and sustainability, cooperation with local structures, access to information on government plans, budgets and resources, risk mitigation, impact, power of mobilization, adaptability, and appropriateness in urban and refugee setting. It found that Radio-based, U-Bridge SMS Platform, and Self Help Group approach, for instance, would be applicable in both urban and refugee settlements. However, to enable the extremely poor women and girls to voice their issues and hold their leaders to account, there is need to organise them and build their capacity, particularly in the areas of

¹² CARE Uganda Knowledge Model Paper: Community-based GBV Mobilisation and Prevention, p.4

¹³ For instance, V/YSLA, women and youth groups, slum dweller or professional associations, Community Safety Action groups, South Sudanese Women groups

identification of issues and advocacy actions. The study cautioned moreover that some of WAYREP's target group members currently feel neglected by government and civil society actors and may fear potential repercussions.

The selected accountability tool might vary from one location to another. Consultations with stakeholders suggest that, where possible, WAYREP should build on and strengthen existing spaces. Where possible, for instance, WAYREP could enhance government spaces such as Barazza so that they allow for an in-depth discussion of relevant issues. If the existing spaces do not allow achieving WAYREP's goals, they should be complemented by creating own spaces.

Working with allies

In the decentralized Ugandan system, the municipalities of Arua and Gulu towns are semi-autonomous entities and are not appropriately connected and aligned to the work and resources for GBV at the district level. They often lack effective coordination mechanisms on GBV. Consultations with the municipalities showed, for instance, that current Local Action Plans on GBV mostly focus on district levels. During the inception phase, it was further realized that the NGO profile in the municipalities is very minimal. Few NGOs implement actions in urban areas, leaving a huge need for support to the municipality with challenges of urbanization, displacement and refugee influx. Majority of NGOs have physical addresses (office location) within the municipality but implement interventions in rural areas and refugee settlement. This specifically has implications on required networks for advocacy on issues specific to municipal contexts. The dynamics between districts and municipalities need to be considered in the project implementation, in particular when facilitating coordination mechanisms and developing Local Action Plans on UNSCR1325. WAYREP will design an advocacy strategy that recognizes the interconnectedness of issues across district & municipality. This will attract interest and participation of NGOs operating within the District.

5. Revised Implementation Strategy

Based on the findings above, the project team refined the project strategy and activities together with potential partners. Revisions have been made with regard to target groups, the project results framework and result areas. This section only addresses those chapters of the original proposal that have been refined or revised.

5.1 Target groups

WAYREP will target about 44.600 direct beneficiaries and 250.300 indirect beneficiaries:

- About 33.500 **women and adolescent girls** (15-45; focus age: 15-30 years) at high risk of exploitation and abuse, including GBV; affected by the impacts of conflicts, displacement and urbanization; and with limited access to no social and economic capital.
- About 11.100 **young men and boys** (ages 15-30) disempowered; at high risk of engaging in negative coping mechanisms; and in need of psychosocial and socio-economic empowerment support
- **Refugee and host communities** in and around Rhino settlement as well as **peri-urban and urban communities** in Arua and Gulu.

Based on findings from the inception phase and on the population size, the geographical split will be 40% Gulu Municipality, 30% Arua Municipality and 30% Omugo (settlement and sub-county). In each location, the concrete level of effort per Result Area will depend and build on already existing interventions and the specific context. In Omugo, for instance, the ratio of refugee to host will be varying. Depending on the identified needs on the ground, it will not always be at 70:30 as mentioned in the original proposal, but mostly at 50:50. Key stakeholders underlined that many members of the host community are very vulnerable and lack access to services and facilities as humanitarian actors mostly focus on the refugee settlements and their close neighborhoods. Against this backdrop, there are current negotiations between the Office of the Prime Minister (OPM) and humanitarian actors to revise the standard ratio to 50% refugee and 50% host beneficiaries in the Refugee and Host Population Empowerment (ReHoPE) Strategic Framework¹⁴, developed to enhance the Settlement Transformation Agenda. Refugees that settle outside the designated refugee settlements and in urban areas outside Kampala, such as Gulu or Arua, are officially considered to be self-sufficient and not registered in these towns.¹⁵ They are thus difficult to identify. Refugees in Arua and Gulu either commute to the settlement in which they were registered to receive humanitarian support or rely on own resources to cover costs for accommodation and basic needs. Interactions during the inception phase showed that some refugees are actually coping well with this situation while others are in an extremely vulnerable situation when residing in urban areas.

Targeted number of beneficiaries per location:

	Reach in Percentage	Women	Men	Refugees	Hosts
Gulu Municipality	40%	13.400	4.440		
Arua Municipality	30%	10.050	3.330		
Omugo Settlement and Sub-County	30%	10.050	3.330	6.690	6.690

Following consultations during the inception phase, it was agreed to focus most (though not all) activities on Pece and Badege divisions in Gulu Municipality, River Oli division in Arua municipality, Villages 4, 5 and 6 in Omugo settlement and Obi, Angazi, Anufira, Duku, Boora and Ndapi parishes in Omugo sub county.

Important to note is that both Gulu and Arua municipalities will be gaining city status at the start of the new government financial year – July 2020. There will be an increase in the municipality boundaries leading to a bigger population, and potentially leading to a change in leadership as well as increased strain on the public services. On the other hand, there may be an increase in government services. It will be key to monitor potential implications and to be prepared to adjust programming (see WAYREP risk register, annex 6).

WAYREP's reach will mainly be achieved by the widespread Behavioral Change and Communication interventions of Result Area 2. Below is a presentation of the estimated targeted reach per intervention in the four intervention areas. These numbers will maintain the ratios of 75% women and 25% men during actual identification and selection. Most of the beneficiaries will be engaged in several interventions and result areas, for instance the Y/VSLA members or the community leaders.

¹⁴ REHOPE — Refugee And Host Population Empowerment Strategic Framework – Uganda, June 2017

¹⁵ Refugees can only register in settlements and in Kampala.

Estimated targeted reach per intervention and location:

Key target group per intervention	Overall total targeted reach	Targeted reach for Omugo	Targeted reach for Arua	Targeted Reach for Gulu
ER 1				
Community Based Trainers (CBT)	26	8	8	10
VSLA/YSLA groups (25-30 people per group)	3500	36 groups Ca. 1050	36 groups Ca. 1050	48 groups Ca. 1400
Most Vulnerable Persons	312	94	94	124
Cash Transfer Recipients*	360	120	90	90
Functional Adult Literacy (FAL) Facilitators	15	5	5	5
Beneficiaries of skilling intervention (including job placement, apprenticeship, vocational training)	900	185	355	360
ER 2				
Community based facilitators (CBFs) SASA!	120	30	30	60
CBFs Role Model Men and Boys(RMM&B)	90	30	30	30
CBF s Reach– SASA! & RMM&B**	44700	9000 60 CBFs	14280 60 CBFs	21420 90 CBFs
Youth Groups	650 youth (480 girls & 170 boys)	195	195	260
Women only groups	650	195	195	260
People trained in Functional Adult Literacy	900	300	300	300
Community leaders	180	60	60	60
ER3				
Case Management Beneficiaries	1920	576	576	768
Duty bearers/ service providers	60	15	15	30
ER4				
Women Leaders	180	60	60	60

*The geographical distribution is based on vulnerability, not the ratio per geographical area. The concrete numbers will be adjusted to the budget once the Standard Operating Procedures are finalized.

**It is estimated that 1 community based facilitator (CBF) will reach about 230 Community women and men in urban areas and about 150 community women and men in rural settings of Omugo.

Beneficiary characteristics and selection criteria

WAYREP defined key selection criteria and characteristics through interactions with key stakeholders and partners (see annex 3). They take into consideration different vulnerabilities such as special needs, age etc. In general, vulnerability is not linear but can be seen on a continuum with varying degrees of vulnerability: at different times, beneficiaries may be extremely vulnerable and need support for survival/consumption; be vulnerable and struggling; or may have achieved a certain level of

development and mostly require support to grow. It is thus crucial to assess and closely monitor the current status of beneficiaries to be able to provide the adequate interventions.

The defined selection criteria will be validated and specified for each target group with local stakeholders such as government officials, urban municipal officials, local partners, community leaders, refugee structures such as the RWC and local communities, including vulnerable groups.

5.2 Results Framework

The **Overall Objective** to which the WAYREP Project contributes to is:

Strengthened resilience of refugee & Ugandan women, girls and youth to live a life free from violence in Uganda.

The **Specific Objective** is:

Increased self-reliance¹⁶ of Ugandan and refugee community members in West Nile and Northern Uganda, particularly women and female youth.

A detailed Results Framework can be found in Annex 4. It will be further developed after the baseline assessment (see also section 6 on MEAL).

Expected results/ outcome(s), including attribution to SDG target(s) and Gender Action Plan (GAP) II objectives	Indicators; including # of beneficiaries, gender disaggregated	
	Baseline	Target Value ¹⁷
1. Enhanced sustainable and dignified livelihood for women and youth. (SDG 1.4, 5.1, 8)	# and % of individuals reporting net income increase; sex and age disaggregated	
2. Reduction of the acceptance for GBV in target areas (SDG 5.1, 5.2)	of respondents agreeing with GEM scale items	
3. Enhanced support to survivors of GBV (SDG 5.2)	# of women and youth survivors using GBV services* in Omugo settlement and sub-county, Gulu and Arua municipalities	
4. Increased accountability of the GoU on the implementation of relevant frameworks for women and girls' protection and rights. (SDG 5.1, 5.2, 5.5, 5.c, 8.3)	# of priority actions (in plans agreed in accountability spaces) that that have been implemented by GOU	

*GBV services include: health, protection, psychosocial, economic and/or legal assistance

¹⁶ Self-reliance is defined as enjoying adequate, dignified livelihoods, practicing self-efficacy and rejecting unjust and unequal power relations and structures between genders.

¹⁷ The baseline and target values will be added after the baseline study.

5.3 Updated Methodology and Activities

This chapter builds on the initial full proposal which describes certain activities in more detail. The consolidated work plan reflects activities in Arua and Gulu municipality and Omugo settlement and sub-county (annex 5).

5.3.1 Result Area 1: Enhanced sustainable and dignified livelihood for women and youth

Village Savings and Loans Associations (VSLAs), including age specific **Youth Savings and Loans Associations (YSLAs)** will be the main platform for building the social and economic capital of the target groups. The meta-study confirmed that in addition to socioeconomic benefits, group activities such as VSLAs also have protection outcomes as they can reduce negative economic coping mechanisms.¹⁸ There will be an estimated 3.500 participants in 120 V/YSLA groups spread between Arua and Gulu towns and Omugo settlement and district. Approximately 75% of members will be female (aged 15-45) and about 25% will be young men and boys (aged 15-30). WAYREP's selection criteria will be validated with local stakeholders and ensure that vulnerable community members will be included and that all relevant age groups are represented.

The inception phase revealed that, in particular in the municipalities, several **socio-economic groups** already exist which can potentially be aligned with WAYREP. Many of them were formed by the members themselves, others were formerly supported by NGOs. A mapping exercise will help identify these groups and assess which ones fall into WAYREP's criteria. A needs assessment will then be conducted to identify existing gaps and strengths. Additionally, WAYREP will form further groups to ensure that no one is left behind and that in particular the most vulnerable, who often lack active social networks, are among the beneficiaries. The V/YSLA will be identified and supported in three phases. Take off will be mostly with already existing groups. The cycle for most groups starts in January, depending on their current status. Towards the end of the first cycle (end of 2020), the process of mobilising new groups will start. Since the most vulnerable will be more difficult to identify and might require additional support, they will mainly participate in the second and third cycle of V/YSLA. Throughout the cycles, monitoring will ensure that necessary adaptations can be done to suit the needs of the beneficiaries, especially in line with challenges of mobility.

The original proposal suggested **mixed V/YSLA** with members of refugee and host communities. According to the formative research, men were generally more reluctant than women to form mixed groups of refugee and host community groups. Additionally, both communities live rather separated in the area of Omugo settlement's Villages 4-6. At the same time, joint socio-economic spaces exist successfully and open opportunities for peaceful and sustainable development. Thus, where applicable, the project will sensitise the target group towards forming mixed groups while mitigating potential risks of conflicts between the two communities as well as within in the refugee community itself.

The V/YSLAs will be trained and followed up by 26 **Community based trainers (CBTs)**. CBTs are community volunteers who are carefully selected, capacitated and supported to fulfil their important role at community level. CARE will deliver a **V/YSLA Training for Trainers** for the teams of the partner organisations and the CBTs who will in turn roll out the trainings to the targeted groups. CARE's Women Economic Empowerment and Financial Inclusion Specialist will be responsible for supporting the partners, while the CBTs will be mentored by partner staff.

Based on a beneficiary competence and capacity assessment, the V/YSLAs members will benefit from **additional trainings**, including financial literacy and business development skills. They will be supported

¹⁸ CARE Uganda Knowledge Model Paper: Women and Girls' Economic Empowerment, p. 11

to **develop micro and small business ideas** aligned with the market. Initial investments in these businesses will be done through the loan funds of the V/YSLAs. WAYREP will encourage group businesses. Consultations during the inception phase revealed strengths and challenges of group activities and that they require specific support. Viable business plans of groups or even individuals can benefit from start-up capital, given as a match up grant to the money saved during the savings cycle. The practical approach of how to provide the start up capital to the selected beneficiaries, if for instance in cash or in-kind as preferred by some, will be defined together with key stakeholders.

In addition to the traditional VSLA training package, a **cross cutting training package will focus on soft and life skills** to strengthen the beneficiaries' agency, social relations and knowledge of their rights. All the different categories of groups will be engaged in collective trainings and individual coaching, mentoring and accompaniment on leadership skills, psychosocial wellbeing and life skills (including training on Sexual & Reproductive Health Rights, and context-specific GBV risks, protection and support). The soft and life skills sessions will be integrated alongside other key trainings. V/YSLA members can also benefit from further activities organised under Results Area 2, for instance in the various social spaces. If required, beneficiaries will be referred to more specific psychosocial support (see Results Area 3). The soft and life skills trainings do not only strengthen capacities relevant for the beneficiaries' enhanced self-reliance, they also constitute an entry point for working with groups and individuals. The existing groups in the communities will initially be taken through a selection of soft skill sessions ahead of the Y/VSLA trainings. The most vulnerable beneficiaries will participate in an even longer period of trainings before starting Y/VSLA activities. To strengthen mobilisation and continuous engagement of youth, informal youth groups will be formed by the CBTs in their localities and in close cooperation with local leadership. The local community-based facilitators (CBFs) will facilitate activities in the social spaces and, in collaboration with the CBTs and local leaders, provide mentorship and support. There will be 26 youth groups with at least 25 members per group.

In addition to saving and business development activities, WAYREP will also offer **youth skilling** and will link youth to formal **job opportunities**. Skilling will be done in particular in cooperation with local artisans and employers who offer apprenticeships to youth. According to recommendations of the formative research, the artisans and employers will receive a training in order to ensure that they are aware of PSEA, respect the rights of the beneficiaries and are able to provide adequate mentorship. 15 artisans will be further supported to boost their skills ("retooling"). During the inception phase, vocational training institutions in the targeted areas have also been identified, though the opportunities will be limited. Youth that have or have acquired a certain set of skills will benefit from the job placement component. The meta-study suggests that the beneficiaries might require about a year for skill perfection and savings accumulation to be able to procure necessary start-up kits for their selected enterprises at the end of the skilling measures.

From the 3rd year, CARE will also link V/YSLAs to **formal banking institutions** through agents' banking that is being scaled up by the Government of Uganda in partnership with Mobile Network Operators, including in refugee settlements. During inception phase, the SIM card registration suspension for refugee and asylum seekers was lifted. This means that the refugees can also now directly access financial services through mobile networks.

Considering the extreme poverty of some targeted beneficiaries and that their capacity to save money is limited or even absent, an external financial support will be required for these most vulnerable

beneficiaries. CARE will pilot **Multi-Purpose Cash Transfers (MPCTs)**, linked to V/YSLAs both in refugee and urban contexts. Following a participatory and transparent process towards identifying the most vulnerable beneficiaries, an estimated 312 individuals will benefit from a monthly amount as MPCT for a period of at least 18 – 24 months. At least 3 months will be mobilisation and stabilisation, 9 -12 months' savings cycle and the rest of the months are for phase out after starting a small business. The basic amount of the MPCT will be topped up by an amount to enable beneficiaries to save without compromising on basic needs. CARE will not make saving as a condition for receiving cash – however, the WAYREP project will strongly **encourage cash recipients to enrol in V/YSLAs**, so that the income generated through the V/YSLA business component can help the recipients to cover their basic needs and continue their economic activities when the transfers are over. MPCTs will be guided by the Minimum Expenditure Basket (MEB) as developed by the Cash Technical Working Group (TWG) and will be disbursed in alignment with the Cash TWG guidelines in Uganda. WAYREP's transfer amount will be defined with consideration of specific vulnerabilities and urban/ rural contexts. In view of the specific challenges of MPCT, WAYREP will further define its approach to MPCT, including Standard Operating Procedures (SOP) and specific monitoring tools.

The targeted **most vulnerable beneficiaries** receiving MPCT will be mobilised and followed up by CBTs. Of the 26 CBTs, each will have a group of about 12 most vulnerable beneficiaries to oversee. In view of their precarious living situation, they will be engaged at least during 2 years and benefit from additional soft and life skill and psychosocial sessions (monthly in the first year, then 4 quarterly sessions).

Following the inception phase studies, it was realised that literacy is a very big challenge in the target communities. The project has therefore incorporated **Functional Adult Literacy (FAL)** in the first two years of the project. A modified version for FAL will be agreed upon to be delivered over 12 weeks. 2 lots of training will be run annually for two years in the targeted communities. There will be 15 FAL trainers with each trainer reaching 15 learners per lot.

Result Area 1 will **mobilise and form the platforms that will be used for roll out of activities** in Result Area 2, 3 and 4. The main platforms in Result Area 1 will include the V/YSLA groups, the youth groups, the FAL groups and other groups, including those with the most vulnerable beneficiaries. All these will be potential spaces to engage in mobilising communities for GBV prevention as well as mobilising communities for advocacy interventions e.g. Barraza's and accountability forums.

5.3.2 Result Area 2: Reduction of the acceptance and tolerance for GBV in target areas

The core strategy to reach result 2 "Reduction of the acceptance and tolerance of GBV in target areas" is through CARE's **Behavioural Change and Communication (BCC)** Strategy which consists of two key approaches:

- The **SASA! approach** which will be adapted to the WAYREP context and implemented by volunteer activists
- CARE's **Role Model Men & Boys (RMMB) approach**.

The approaches are complimentary and have specific points of integration. After having participated in **Trainings of Trainers** in both methodologies, the WAYREP team will define how to combine them in practice. The activities in the communities will be complemented with elements of CARE's Gender, Equality & Diversity (GED) & GBV trainings.

WAYREP envisages working with 120 activists and 90 RMMBs, more than half of them being youth. The majority of the activists will be drawn from WAYREP structures such as Y/VSLAs or youth groups and the rest from other community structures. During selection of CBFs and engagement in communities,

caution will be taken to ensure that the most vulnerable and the most marginalized are included in the project.

The SASA! and RMM volunteers are at the core of the intervention. They need to buy into and drive WAYREP in close collaboration with the CARE UGA project team. In their locations, WAYREP's community-based structures will cooperate to jointly reduce the tolerance for GBV. For example, the SASA! activists and the RMMBs will interact and work together in outreach events and engage in discussions together on gender equality, GBV, psychosocial well-being etc. In order to achieve this, all activists and volunteers will be given **WAYREP induction training that will clarify and discuss the design and purpose of WAYREP as well as their role within it.** In addition, activists and volunteers will be included in reflection meetings with the CARE Uganda WAYREP team and their monitoring role will go beyond formal systematic monitoring to give them the space to consider innovative and informal ways of capturing progress and lessons. The induction training will include sharing the WAYREP learning agenda for this purpose. The GBV officers at partner level will provide technical support and mentorship for the CBFs on a day to day basis. The CARE Gender and GBV Specialist will provide technical support to the partner staff.

The main role of the CBFs will be mobilizing communities through a series of activities in women only spaces, men only spaces, youth and mixed spaces. Based on the SASA! Methodology, 120 CBFs will use different strategies including but not limited to **local activism, media and advocacy on the topic of gender and power relations.** This will be with the ultimate objective of raising the community's awareness on GBV and equipping community women and men with the knowledge and skills that will facilitate a change in attitudes and behaviors towards reduced acceptance and tolerance of GBV.

Community leaders including religious leaders, cultural leaders and Local Council leaders, will be trained to have an increase in knowledge and an eventual change in behaviors and attitudes. They will also be equipped with skills to more effectively mobilize communities for change and work alongside the community based facilitators in view of prevention of and response to GBV.

Role Model Men & Boys (RMM&B) activities will be focused at house hold level to support men and male youth embrace a positive image of masculinity and women's empowerment as a force for collective progress and wellbeing rather than a threat to their masculinity. The training of 90 RMM&B will address the critical emotional and psychosocial support needs of these young men and boys as well. If required, they will be referred for further psychosocial support (see Results Area 3). Each RMM&B will identify and work with 10 households to support the men promote positive masculinity and accompany families closely that are working to balance power. As the men go through their own journeys, they will be **supported to start creating Boys / Men Action Groups (B/MAGs)**, which are "safe spaces" where boys and men can discuss their particular challenges. Each RMM&B will train 5 Action Groups of about 15 men or boys each.

The engagement spaces for CBFs and mass sensitization campaigns will equally be used to **disseminate information on GBV survivor's services** and referral pathway in support of Results Area 3. Thus, the CBFs will be the first point of contact for survivors of GBV and sexual exploitation and abuse (SEA) in the community. They will be equipped with basic knowledge & skills to handle disclosures and make referrals (see Results Area 3).

To maximize the effectiveness of the Behavior Change & Communication strategies, the **annual mass sensitization campaign** implemented by CARE will focus on the rights of women and girls to protection

and to a life free from violence and promote a more positive image of masculinity. This and the community media and advocacy component will be closely linked with Results Area 4 on government accountability.

5.3.3 Result Area 3: Enhanced psychosocial support to survivors of GBV

Under result area 3, WAYREP will ensure that identified GBV survivors are supported to **access health, protection, psychosocial, economic and legal assistance**. A community-based approach will be used to guide implementation of this result area, emphasizing the aspect of working with existing community structures and building on local knowledge in GBV service delivery and management. A well-adapted psychosocial support strategy in particular for urban beneficiaries will be developed.

The project will coordinate with other existing **GBV case management services**, where possible. In Omugo settlement, survivors will be referred through the existing GBV referral pathways to get the appropriate support. In Gulu and Arua towns, WAYREP will coordinate with partners providing GBV case management services. In particular in Arua municipality and Omugo sub-county, where there are relatively few potential partners, WAYREP will need to invest more efforts than, for instance in Omugo settlement, where humanitarian partners are active. A more detailed referral directory will be compiled for both municipalities and Omugo sub-county and updated regularly. Where coordination meetings do not exist, the project will facilitate quarterly coordination meetings that provide space for service providers to discuss issues affecting service provision and possible solutions. These meetings will strengthen the referral system in the target areas.

A series of trainings will be delivered to **strengthen capacities of service delivery and documentation** among the focused support service providers and to ensure functionality of referral pathways. The trainings will include inter alia sessions on case management, psychosocial support and basic counselling skills, quality investigations, GBV programming, GBV data management and handling. Mostly through the coordination meetings, there will be on-going accompaniment of GBV service providers with refresher trainings, peer support sessions and updated IEC material. Interventions in Results Area 3 will generate evidence on advocacy issues specifically in GBV service provision and be closely linked to social accountability mechanisms in order to ensure that duty bearers deliver according to their mandate.

WAYREP's community volunteers, in particular CBFs and other community structures (e.g. refugee welfare councils, local councils, religious leaders, opinion leaders and other actors) will constitute the **first line of support for survivors**. WAYREP will train them on the identification of GBV cases/incidences, GBV referral pathways and skills in handling disclosures including basic counselling and referrals. They will direct GBV survivors to the case workers at partner level and work in close collaboration with them. The case workers will do the case management, that is link the GBV survivors to other referral services as per the presented needs and consent, and make follow ups. **Peer to peer support supervision meetings** will be organized on a quarterly basis for the case workers and monthly sessions will be held for CBFs.

The focus of WAYREP support for survivors will be **psychosocial support**, however linking survivors to all the other required services. GBV survivors can also benefit from other WAYREP interventions, such as socioeconomic activities in Results Area 1 or leisure activities that are organized as part of Results Area 2. The community spaces and awareness raising activities (see Results Area 2) will be used to disseminate information on GBV, GBV services and referral pathways. Formative research showed that safe spaces have been "a useful mechanism for strengthening the referral pathway and enabling GBV

survivors to access counselling and other services”¹⁹. Thus, in particular women only safe spaces will provide opportunities for psychosocial and group counselling sessions by the case workers. To reduce stigmatization and discrimination of survivors, this will be done in addition to regular activities in those spaces. Even though the community-based structures are the main point of contact, the entry point for survivors can vary, depending on where the survivors report.

Selected community leaders will be constituted into **mediation committees** who will treat cases that do not require specialized services. The committees will receive more in depth training on support they can provide at community level and which cases they need to refer.

Legal support for survivors is one of the biggest gaps in all intervention areas. There are very few partners with whom WAYREP can collaborate in this field. However, if appropriate, WAYREP will provide **financial support to survivors** so that they can afford legal assistance and associated opportunity costs (e.g. for transport, accommodation, food during travel days). The financial assistance may also include a temporary cash transfer to meet basic needs as the survivor recovers from the assault, including being moved to a GBV safe house to be temporarily protected from the perpetrator. Inception phase revealed that Gulu municipality has a shelter (by Action Aid Uganda) and there exists safe houses in the settlements. The project will advocate for shelter services in Omugo sub-county and Arua and collaborate with partners to advocate for and facilitate legal assistance.²⁰

Important to note is that WAYREP will provide **Psychosocial Support (PSS)** to all project beneficiaries specifically women and girls. These will be delivered primarily but not only in women, girls and youth only safe. Psychosocial support refers to any type of local or outside support that aims to protect or promote psychosocial well-being by addressing the ongoing psychological, emotional and social problems of individuals, families, and communities caused by distressing situations/events including GBV, conflict, poverty and disease. It supports developments that allow most vulnerable persons to gain more **self-sufficiency and increase their real participation** in local power structures, public discussions in and around their communities and as well as socioeconomic activities by re-establishing a basic sense of, self-confidence, awareness, care, and social belonging. Thus, psychosocial activities and sensibility are an important foundation for achieving WAYREP’s objectives.

5.3.4 Result Area 4: Increased accountability of the GoU on the implementation of relevant frameworks for women and girls’ protection and rights

Advocacy efforts will mainly focus on holding duty bearers at local and district level accountable, in order to enhance the implementation of policies and the provision of quality services in relation to protection of women’s and girls’ socio-economic rights, Gender-Based Violence and Women, Peace and Security.

WAYREP will train **local women and youth groups**, in particular selected Y/VSLA, in relevant advocacy skills and promote an understanding of relevant decision-making processes and policies. The advocacy groups will be encouraged and supported to use and create dialogue and negotiation spaces with their local leaders, such as barazzas, Refugee Engagement Forums and community dialogues. “Women and girls organizing with other women and girls is essential for building women and girls’ political consciousness and advancing women’s rights. Promoting solidarity or building sisterhood by bringing together groups of women leaders sometimes from different backgrounds or levels has been found in

¹⁹ CARE Uganda Knowledge Model Paper: Community-based GBV Mobilisation and Prevention, p. 8

²⁰ ADC’s Uganda Strategy 2019-2025 with its thematic focus 1 on Access to Justice might contribute this issue

CARE Uganda’s L4C programme (...) to be an effective approach for enhancing women and girls’ individual confidence and enabling mutually supportive networking.”²¹ **Female leaders and activists** will be identified, including South Sudanese women refugees who are able and willing to participate in the Peace process in and with South Sudan as well as Ugandan and refugee women who engage on national issues. Reflection spaces will help them advance relevant issues in their spheres of influence. Additionally, WAYREP will aim at facilitating their participation in relevant district, national and where relevant and possible regional/international meetings and events, in cooperation with other CBOs and CSOs in Uganda and Austria. These activities will be implemented in synergy with other CARE projects such as the ADA funded Policy Dialogue 3 in Gulu and CARE offices in the region such as Rwanda, Burundi, DR Congo and South Sudan.

Some of the above mentioned groups and individuals will also be involved in WAYREP’s pilot on **Community Score Cards (CSC)**. CSC will bring together service users, in particular women and youth, and GBV service providers. It will create a space for dialogue on how to improve the quality of GBV service delivery. CSC will be applied in selected areas where service providers receive training by WAYREP (see Results Area 3). To ensure that voices of marginalised women and girls are heard more broadly, journalists will be trained on **gender and GBV sensitive investigative reporting**, mainly in Arua and Gulu. In particular local radio stations will be supported to feature WAYREP related issues, e.g. by producing radio shows in WAYREP locations and with WAYREP beneficiaries. A social media strategy will be developed in 2020 that will allow in particular young women and men to raise their concerns and that will facilitate WAYREP to reach a broader audience and, linked to awareness raising activities in Results Area 2, the young urban population.

WAYREP will work in alliance with **CSOs and CBOs** and build their capacity to do evidence-based advocacy “for” as well as “by” and “with” the affected population. At national level, for instance, WAYREP will engage in the Coalition for Action on 1325. Joint advocacy actions and policy briefs will be prepared at district and national level. They will build on evidence collected through the interaction with beneficiaries, social accountability mechanisms and research. As described in the original proposal, WAYREP will regularly engage with decision-makers both in Uganda as well as in Austria and, where appropriate, at European level.

WAYREP will collaborate with change agents to encourage and support them to promote issues in relation to the protection of women’s and girls’ socio-economic rights, Gender-Based Violence and Women, Peace and Security. Key allies for the implementation and localization of the **3rd National Action Plan (NAP) on UNSCR 1325**, for instance, will be identified. At district resp. municipality level in Arua and Gulu, WAYREP will support local stakeholders to develop a **Local Action Plans on UNSCR 1325** that takes into consideration existing frameworks such as Local Action Plans on GBV, and to establish a coordination mechanism to ensure the LAP’s implementation. WAYREP will monitor the implementation with support of local CSOs, CBOs and the women and youth groups. An annual local monitoring report will feed into the national monitoring report on the NAP 1325, prepared under the leadership of CEWIGO²². In view of the **Comprehensive Refugee Response Framework (CRRF)**, a technical expert in the CRRF Secretariat will support CARE to advance evidence from the ground and influence decisions of the CRRF Steering Committee.

²¹ CARE Uganda Knowledge Model Paper: Women and Girls Leadership

²² Center for Women in Governance (CEWIGO)

6. Monitoring, Evaluation and Learning (MEAL) Framework

6.1 Monitoring and Evaluation

The Project Results Framework has been developed (Annex 4) and it will inform development of a detailed MEAL framework. This will include the operationalization of indicators with a focus on outcome level indicators, protocols for data and information management (including beneficiary tracking database), development of various data collection tools, and reporting formats. Following the baseline, the results matrix will be updated to reflect annual project targets, data collection tools, sources of data, data collection timelines. It is important to note that the MEAL Framework cannot be completed until the final proposal amendments have been agreed upon by ADA.

There will be a project baseline conducted in January 2020. A midterm evaluation in 2022 and an endline evaluation in 2024. There will be annual mini surveys to assess progress and take corrective action.

Monitoring and evaluation will be overseen by the Project M&E specialist supported by the M&E officer. The partner M&E officers will oversee M&E activities at partner level. The Kobo tool (an online M&E system) will be used to strengthen M&E functioning within the project.

6.2 Learning Agenda

The inception phase research revealed that there is little documentation on urban programming in Uganda. CARE International as well has little written knowledge on how to apply its methodologies – which have been largely designed in rural contexts - in urban or emergency contexts. Thus, WAYREP program represents a unique opportunity to achieve deep impact at significant scale and therefore the production of knowledge and a strong learning agenda will be at the heart of its implementation. WAYREP will develop a clear and focused learning and communication system around a set of core learning themes (based on assumptions and knowledge gaps) to generate evidence. A more detailed learning framework will be developed by March 2020. It will be integrated in the M&E processes. Core learning themes will include:

1. How to successfully increase self-reliance of women and youth in urban settings, with high mobility, looser social network and a cash based economy? (with a focus on female youth)
2. How to successfully link MPCT and Y/VLSA in humanitarian and development contexts so that it reduces risk and vulnerability and strengthens self-reliance?

At least two further additional learning products will address more program-specific issues, such as what works when working with CBTs/ CBFs in delivering a socio-economic empowerment program for women and youth. Further learning questions might arise during implementation and will be documented in the process of implementation.

7. Risk analysis and mitigation matrix

See annex 6

A separate risk analysis and mitigation matrix will be developed for the Multi-Purpose Cash Transfer intervention as part of the SOP.

8. Budget revision

See “Inception Financial Report and budget reallocation”

Since not all funds have been spent as planned during the inception phase, we would like to ask for a budget reallocation, shifting the remaining funds of 96.115€ to WAYREP’s implementation budget. The suggested budget reallocation takes into consideration the refined implementation plan and updated HR costs, and it dilutes the “partner grants” in the respective budget lines (1. Personal Costs - Local, 2. Material Costs, 3. Training Costs and 4. Other Costs). More detailed explanations can be found in the “Inception Financial Report and budget reallocation” document.

9. Outlook

In the **remaining half year of year 1**, focus will be put on the identification and training of community structures, in particular the community-based trainers (CBTs) and the community-based facilitators (CBFs). Staff recruitment will be continued and partner teams will be trained in relevant technical and institutional capacities. Inception meetings will be done. Activities in the communities will mostly start with mobilization and soft skill interventions. WAYREP will mainly engage with existing VSLA groups, youth groups and some of the most vulnerable beneficiaries.

List of Annexes

Inception Financial Report and budget reallocation

Annex 1_ Revised Theory of Change

Annex 2_ Description of Partners

Annex 3_ Beneficiary selection criteria

Annex 4 _WAYREP Revised Results Framework

Annex 5_WAYREP Revised Consolidated workplan

Annex 6_ Revised Risk Register

Annex Study 1_ Rapid Gender Analysis and GBV Assessment

Annex Study 2_ Social Accountability Study

Annex Study 3_WAYREP Meta-analysis_ Synthesis Report

Annex Study 4_ Knowledge Model Paper_ GBV

Annex Study 5_ Knowledge Model Paper_ WGEE

Annex Study 6_ Knowledge Model Paper_ WGL

Annex Study 7_ Knowledge Model Paper_ YS

List of Abbreviations

ADA	Austrian Development Agency
BCC	Behaviour Change and Communication
CBF	Community-Based Facilitators
CBO	Community Based Organizations
CBT	Community-Based Trainers
CEFORD	Community Empowerment for Rural Development
CEWIGO	Center for Women in Governance
CFR	Complaints Feedback and Reporting
CI	CARE International
CO	Country Office
CRRF	Comprehensive Refugee Response Framework
CSO	Civil Society Organization
EMB	Engaging Men and Boys
EOI	Expression of Interests
FAL	Functional Adult Literacy
GBV	Gender Based Violence
GEM Scale	Gender Equitable Men Scale
GoU	Government of Uganda
GWED-G	Gulu Women's Economic Development & Globalization
IEC	Information education and communication
INGO	International Non-Governmental Organization
IRC	International Rescue Committee
L4C	Learning for Change
LC	Local Council

MEAL	Monitoring Evaluation, Accountability and Learning
MEB	Minimum Expenditure Basket
MHPSS	Mental Health and Psychosocial Support
MPCT	Multi Purpose Cash Transfers
MoU	Memorandum of Understanding
NAP	National Action Plan
NUWEP	Northern Ugandan Women Empowerment Programme
OPM	Office of the Prime Minister
PMC	Project Management Committee
PSEA	Protection from Sexual Exploitation and Abuse
ReHope	Refugee and Host Populations Empowerment Strategy
RGA	Rapid Gender Analysis
RMM&B	Role Model Men & Boys
RWC	Refugee Welfare Council
SASA	Start Awareness, Support Action
SC	Steering Committee
SDG	Sustainable Development Goals
SEA	Sexual Exploitation and Abuse
SOP	Standard Operating Procedures
SRH	Sexual Reproductive Health
SRMH	Sexual Reproductive and Maternal Health
STA	Settlement Transformative Agenda
TPO	Transcultural Psychosocial Organization
TWG	Technical Working Group
UGX	Ugandan Shilling
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNSCR	United Nations Security Council Resolution
VAWG	Violence Against Women and Girls
VSLA	Village Savings and Loans Associations
WAY	Women, Adolescents and Youth Rights Empowerment Project
WAYFIP	Women and Youth Financial Inclusion Programme
WAYREP	Women and Youth Resilience Project
WENG	Women Empowerment in Natural Resources Governance
WFP	World Food Programme
WGEE	Women and Girls Economic Empowerment
WGL	Women and Girls Leadership
WPS	Women, Peace & Security
YS	Youth Skilling
YSLA	Youth Savings and Loans Associations