



Women, Youth and Resilience Project Final Evaluation

Outcome Harvesting: Understanding Changes in livelihoods, Gender Based Violence (GBV) and Government Accountability for Gender Equality.

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Acronyms and Abbreviations

ADA	Austrian Development Agency
CARE	Cooperative for Assistance and Relief Everywhere
CBOs	Community Based Organizations
CBTs	Community-based Trainers
CBSs	Community-based Structures
CEFORD	Community Empowerment for Rural Development
FAM	Feedback and Accountability Mechanism
FGDs	Focus Group Discussions
FIDA	International Federation of Women Lawyers
GBV	Gender-Based Violence
GEAR	Gender Equality and Resilience Project
GEDI	Gender, Equality, Diversity, and Inclusion

GoU	Government of Uganda
GI	Gender Insights
HRB	Human Rights Based Approach
IDs	Identification
IGAs	Income Generation Activities
IPV	Intimate Partner Violence
INGOs	International Non-governmental Organizations
KII	Key Informant Interview
LAPs	Local Action Plans
MPCT	Multipurpose Cash Transfer
MEAL	Monitoring, Evaluation, Accountability, and Learning
MGLSD	Ministry of Gender Labor and Social Development
NAP	National Action Plan
OH	Outcome Harvesting
OS	Outcome Statement
PPE	Program Performance Evaluation
SASA!	Start Awareness Support and Action
SOPs	Standard Operating Procedures
SASA!	Community Mobilization Approach to Prevent Violence against Women

SACCOS	Savings and Credit Cooperatives
ToC	Theory of Change
ToR	Terms of Reference
UGX	Ugandan Shilling
UNHCR	United National High Commission for Refugees
UBOS	Uganda Bureau of Statistics
YSLA	Youth Savings and Loan Association
VSLA	Village Savings and Loan Association
WEE	Women's Economic Empowerment
WAYREP	Women, Youth Resilience Project

1. Executive Summary

Final Evaluation Background and Objectives

The final evaluation was commissioned by CARE International and conducted by an independent evaluation team from Gender Insights (GI) between January – April 2024.

Gender equality and the empowerment of women are widely recognized as core prerequisites for holistic and equitable development outcomes, including poverty reduction, economic growth, and broader social progress. This understanding is reflected in the Austrian Development Agency's (ADA) strategic priorities, which mandate that all project partners demonstrate a tangible contribution towards advancing gender equality. Under this objective ADA funded the Women Youth and Resilience Project (WAYREP) a five-year women's economic empowerment and gender equality program in Arua city, Gulu city, Omugo Settlement and Omugo subcounty, Terego district in Uganda. The project worked with a range of social actors and change agents¹ to bring about changes in gender equality by focusing on four specific pathways, namely increase livelihoods, reduced acceptance of Gender-Based Violence (GBV), enhanced support for the survivors of GBV and increased accountability of the Government of Uganda (GoU) to implement key frameworks on the protection and rights of women and girls.

The project was implemented by [CARE International](#) in Austria, [Care International in Uganda](#), and two local partners, the [Community Empowerment for Rural Development](#) (CEFORD) and [THRIVEGulu](#) between 2021 and 2024 and is being followed up by a similar five-year project called the Gender Equality and Resilience Project (GEAR) to be implemented in Uganda and Rwanda. This is important to note as the findings from this final evaluation have implications for the programming of GEAR.

The main *objective* of this final evaluation is to assess *effectiveness*, *impact* and *sustainability* of the WAYREP project. It offers an understanding of the extent to which WAYREP achieved its stated objectives and it answers the five evaluation questions set out in the *Evaluation Matrix* (see Annex 2). The evaluation results will inform the programming of GEAR, WAYREP's follow on program in Uganda and Rwanda. These questions are:

Effectiveness:
Evaluation question 1: To what extent has the project achieved the project's planned objectives, expected results and indicators?
Impact:

¹ Social actors are to be individuals within the community who are affected by and participate in the shifts described. They include women and youth and community members in general. Change agents are individuals who actively drive or facilitate the observed transformations. In this context, they include SASA! Activists, Role Model Men, CBTs, religious and cultural leaders, GBV staff, government officials and WAYREP staff and partners.

Evaluation Question 2: What difference does the project make for the main target group (women, girls, and youth at risk of GBV)?

Evaluation Question 3: Based on the project participants' perspectives, did the project contribute to increasing self-reliance and economic and social resilience among women and youth so that they experience less GBV?

Sustainability:

Evaluation Question 4: To what extent has the project engaged key stakeholders (e.g., local authorities and cultural leaders) to support gender equality, women's empowerment, and the prevention of and response to GBV?

Evaluation Question 5: What is the capacity and motivation of the community structures to continue their role beyond the project?

Approach and Methods

The evaluation team deployed *Outcome Harvesting* as the methodological approach for the final evaluation, following discussions with ADA and CARE Austria and Uganda and this approach was used to assess *effectiveness, impact and sustainability*.

Outcome Harvesting² was selected based on the ability of the approach to identify, describe, and verify changes brought about by the development intervention (see Annex 6: Bibliography). In particular, the approach lends itself to a participatory style of evaluation and allows for the harvesting of unexpected outcomes. It is best suited for evaluating complex interventions, such as WAYREP, that have multiple results areas, take place over varied geographic locations, and aim to create change among a varied group of social actors and change agents. Outcome Harvesting data was collected in March 2024 from social actors and change agents in Arua City, Gulu City, Omugo Settlement and Omugo Sub County).

The following *data collection methods* were used in the final evaluation: i.) a comprehensive desk review of project documentation; ii) Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) with 301 female and 147 male social actors and change agents and iii.) a quantitative endline survey with 345 female and 53 male beneficiaries. The desk review and Outcome Harvesting data was collected by Gender Insights, while the quantitative endline survey data was collected by MAARIFA Consult, an independent company.

The final evaluation gathered information from two main groups involved in the observed changes: 1) *social actors* (e.g., women and youth affected by and participating in the shifts), and 2) *change agents* (e.g., SASA! activists, Role Model Men, community-based teams, religious and cultural leaders, GBV staff, government officials and WAYREP staff) actively driving the changes. The distinction between these groups is not always clear cut within the program, as community members can also be drivers of change, and this highlights the close relationship between those benefiting from and those affecting change.

² Better Evaluation, (2021), Outcome Harvesting: A Step-by-Step Guide, Webinar; Better Evaluation, (2020), *Outcome Harvesting Workshop*, Retrieved from <https://www.betterevaluation.org/frameworks-guides/rainbow-framework>; Wilson-Grau, R., & Britt, H. (2020). Outcome Harvesting: Principles, Steps and Examples. UNICEF Evaluation Office; Vogel, I. (2020). *Outcome Harvesting for Monitoring and Evaluation: A Step-by-Step Guide*. SAGE Publications.

Data collection occurred in two stages. The first stage involved gathering a wide range of outcomes through KIIs and FGDs with both groups. Within this first stage open-ended questions were used to capture diverse perspectives. The second stage involved validating the five specific outcome statements through further KIIs and FGDs with select participants. This second stage allowed the team to test the outcome statements and provide further detail to the statements. The table below shows a detailed breakdown of the number of social actors and change agents involved at each stage.

Table 1: Stakeholders by Group and Gender

Group	Female	Male
<i>Stage 1: Social Actor</i>	85	44
<i>Stage 2: Social Actors</i>	55	29
<i>Stage 1: Change Agents</i>	141	59
<i>Stage 2: Change Agents</i>	20	15
Total	<u>301</u>	<u>147</u>

The evaluation team encountered certain *limitations*. Time was a limiting factor. With more time, the evaluation team would have added another validation and findings sharing stage with social actors and change agents in the four sites.

The next section of the executive summary is structured around the findings on **effectiveness**, **impact** and **sustainability** and answers the five evaluation questions set out in the Terms of Reference (ToR, Annex 1) and the *Evaluation Matrix* (see Annex 2).

Effectiveness

The project successfully met its planned objectives, expected results, and indicators, demonstrated through the results below.

1.1: Enhanced Sustainable and Dignified Livelihood for Women and Youth

Over the five years, WAYREP significantly increased the average weekly income (49.6%) and by the end of the project, income gains surpassed the national average (Finding A). The increase in income was closely tied to an increase in confidence and self-reliance. While various groups of beneficiaries (e.g., refugees, youth, older beneficiaries, GBV survivors) experienced increases in their confidence, it was young women who experienced more significant gains in their self-confidence. These wins stemmed from their membership to savings groups and their newfound ability to earn an income (Finding H).

Although income gains were seen across beneficiary groups, gender and youth disparities were observed; men reported higher average earnings across Income Generating Activities (IGAs) compared to women

(Finding C) and younger beneficiaries in the 15-19 age group reported heightened engagement in income generation activities, compared to beneficiaries in the 20-30 age bracket (Finding B). While young people appear to have experienced more significant wins in participation, their average weekly income was lower than older beneficiaries (Finding D). Younger adults (20-30) were also less likely to develop business plans compared to older participants (31-45) (Finding E).

Specific differences were observed in Omugo Settlement in terms of income earning opportunities. Overall, in Omugo Settlement beneficiaries participated less in savings groups (Finding F) and were able to save less money compared to their peers in Arua City, Gulu City and Omugo Sub County. This is important, as the lower savings values have the risk of limiting refugees' ability to access capital to grow their businesses (Finding I). That said, South Sudanese refugees in Omugo settlement experienced unique wins from their increased economic status and improved their relationships with the host community. This is significant as it highlights the project's positive impact on social cohesion, particularly in locations where relationships between the refugee and host community relationships were strained (Finding F).

The final evaluation found that financial management practices and savings habits improved across all four locations. While most savings groups still preferred traditional savings systems that included a locked box kept in a member's house, in Gulu and Arua City savers were experimenting with mobile savings that offered increased security, flexibility and accountability (Finding G). This points to the potential for greater exploration of mobile savings systems in GEAR, WAYREP's follow on program, especially in locations which have already started to adopt this practice.

1.2: Evidence of WAYREP Achieving Reduced Acceptance for Gender Based Violence in Communities

The final evaluation found a decrease in experience of GBV from 28% at baseline (2021) to 20.7% at endline (2024) and a similar rejection of intimate partner violence (IPV), from 71.6% at baseline, to 77.1% at endline (Finding J). The project's strong focus on economic empowerment (Section 1.1 above) had a positive effect on the confidence and self-resilience of women and young (Finding H) which intern contributed to a positive shift in social norms and facilitated a reduction in the acceptability of violence (Finding K).

1.3: Evidence of WAYREP Providing Enhanced Support to GBV Survivors

The increase in GBV reporting (Finding L) suggests that survivors felt more comfortable coming forward, due to the project's efforts to raise awareness and improve survivors access to support. Beneficiaries reported there was now more support available for survivors of violence (Finding L) and improved access to mechanisms for expressing dissatisfaction with inappropriate treatment by local authorities or service providers (Finding M). The findings suggest that the project empowered survivors to seek help and enabled them to hold service providers to account (Finding L, M).

1.4: Evidence of WAYREP Achieving Increased Accountability by the Government of Uganda to Implement Relevant Frameworks for Women and Girls' Protection and Rights

Women and girls across all four locations reported increased capacity to advocate for their rights (Finding N). The project had a strong contribution to this result and motivated and supported the Government of Ugandan (GoU) and key religious and cultural leaders to implement or strengthen frameworks to protect women's and girls' rights (Finding O). These changes intern created a more enabling environment for

women and girls in Uganda and provided a supportive legal framework for them to advocate for their rights (Finding N, O).

As well answering specific questions on *effectiveness*, the final evaluation also deployed Outcome Harvesting as an approach to gather outcome statements and assess *impact*.

Impact

Outcome Statements

The following five outcome statements were harvested in *stage 1* and substantiated with social actors and change agents in *stage 2*:

Outcome Statement 1: Between 2021 to 2024, WAYREP's interventions in Arua City, Gulu City, Omugo Settlement, and Omugo sub-county led to a significant shift in the economic empowerment of women and youth. Women and youth changed their saving habits, invested in productive household and business assets, opened new micro-enterprises, grew existing businesses, and reinvested their profits in paying for school fees.

Across all four sites, the economic activities driven by the project transformed perceptions of women. Women gained greater status, confidence, voice and agency within their households and communities. As women's economic roles expanded, they reinvested their earnings into productive assets and began paying for their children's school fees - a task traditionally associated with men. This shift in women's economic power influenced household dynamics, with men becoming more open to taking on domestic responsibilities.

Contribution: WAYREP's has significantly enhanced the economic well-being of women and youth across all four locations. The project notably improved women's status both at home and in the community, largely due to increased savings, access to business start-up kits, and participation in apprenticeships. Together, the project was able to combine these factors to bolster women's economic power.

Outcome Statement 2: By March 2024, communities of Arua City, Gulu City, Omugo Settlement, and Omugo sub-county experienced a significant shift in their attitudes towards GBV and GBV moved from being seen as a private and shameful issue to being discussed openly.

The Outcome Harvesting data shows evidence of a change in how GBV is conceived (e.g., now seen as less taboo, less private, less of a personal and “family” issue and more of a criminal act). Similarly, the quantitative endline assessment found a reduction in experiences of GBV in the last 12 months, from 28% at baseline in 2021 to 20.7% at endline in 2024 and an increase in the number of beneficiaries who rejected Intimate Partner Violence (IPV) at endline. The percentage of respondents rejecting IPV increased from 71.6% (65% women, 73% men) at baseline to 77.1% (77.2% women, 82.8% men) at endline.

Contribution: By working with various social actors and change agents, WAYREP significantly altered perceptions of GBV. The project was able to stimulate change in five key areas: 1.) *Increased household dialogue:* WAYREP helped facilitate open conversations between couples that enabled them to recognize the mutually destructive nature of GBV, 2.) *Women's enhanced voice and agency:* The project empowered women and men to stand up against GBV, both personally and by intervening in neighbouring households. Further, the Male Change Agent training equipped men to address GBV among peers and neighbours; 3.)

Improved respect for women: Crucially, the project supported women's new economic roles and elevated their status within households, reducing dependency and promoting gender equality, 4.) *Increased power-sharing and joint decision-making:* The project strengthened women's position as equal partners in the household, and finally 5.) *Reduction in alcohol sale, consumption, and acceptance:* The project lessened the triggers for GBV incidents.

Outcome Statement 3: Since 2022 a new social norm has been developed in that religious leaders now refer cases to the formal justice and health system, rather than dealing with them internally in the community.

Religious and cultural leaders put an end to the harmful cultural practice of Aruba³ and have been making referrals to formal systems. The established of case conferences have given a formal structure to how GBV cases should be responded to and dealt with. Further, the case conference system has brought more transparency and accountability.

Contribution: WAYREP empowered religious leaders to transform their handling of GBV cases. By fostering stronger relationships within the GBV referral system, establishing a new case conference system and improving coordination and collaboration in case management, the project successfully enabled religious leaders to transition from internal handling of GBV cases to a more systematic approach that included case conferences.

Outcome Statement 4: From 2022 to 2024, government officials, religious leaders, and cultural authorities in Arua City, Gulu City, and Omugo Settlement took local action to create a more enabling environment for the protection of women's and girls' rights.

Government representatives, supported by Community-Based Trainers (CBTs), SASA! Activists, and Role Model Men achieved several significant changes at the local District and Parish level: 1.) Two new bylaws were drafted in Arua City and Gulu City aimed at safeguarding the rights of women and girls; 2.) Essential GBV services were allowed to continue during the COVID-19 pandemic; 4.) Public declarations against the harmful practices of child marriage and gambling were made and 5.) Religious and cultural leaders supported vulnerable citizens to claim their ID cards that had been held by money lenders due to defaults on loan repayments.

Contribution: WAYREP significantly improved the environment for protecting women and girls' rights. This was achieved through sustained, close collaboration with key duty bearers in positions of power, that supported them to draft and pass by-laws.

Outcome Statement 5: By March 2024, members of VSLAs and YSLAs, SASA! Activists, and Role Model Men reported they had increased their self-resilience and economic and social resilience in six key areas.

In particular, self-resilience improved in the following ways: economic resilience was built, social networks were strengthened, beneficiaries were better placed to draw on support from their peer networks,

³ This relates to the belief that survivors of violence who “go public” and report the incidence to the police will have a curse placed on their children. To remove the curse, it was believed that cultural and religious leaders would need to perform a cleaning ritual on survivors of violence. For the ritual to take place survivors and sometimes perpetrators would need to pay religious leaders, usually in the form of two goats (at around a total cost of \$70).

beneficiaries felt enhanced confidence, voice and self-belief, experienced more harmony in marital relationships and enhanced emotional regulation.

Contribution: WAYREP strengthened the self-resilience, economic and social resilience of social actors and change agents. Specifically, WAYREP's work helped to establish an economic buffer through savings groups and new economic activities, that enabled beneficiaries to better withstand social and economic shocks.

In addition to answering questions on *effectiveness* and *impact* the final evaluation assessed the *sustainability* of these changes. The analysis on *sustainability* is included below.

Sustainability

Lessons Learnt for Engaging Key Stakeholders

The final evaluation captured six key lessons on working effectively with key stakeholders. First, regular touch points between project officers and religious/cultural leaders, government representatives, and community-based structures were crucial to maintaining their motivation and momentum. Second, these regular touchpoints helped build sustained buy-in from senior government officials, especially from senior officials, such as the mayor and local council members. Active engagement from these senior officials was key for enacting UNSCR 1325 into local bylaws at the local level. Third, religious and cultural leaders with academic backgrounds wanted more technical and academic training on legal frameworks and more technical training. Fourth, a key driver to change was the projects ability to make legislation, strategies, and gender policies formulated at the national level in Kampala, pertinent to officials at the district level in Gulu City and Arua City. Fifth, the project effectively targeted influential religious and cultural leaders with trainings and regular engagement and enabled them to move away from dealing with GBV cases within the community, to making referrals to GBV partners. Finally, sixth, targeting "uber connectors" helped catalyze change among community-based structures and the team of harvesters found that when duty bearers held three key positions of power, they were most impactful in creating change. These positions were – para-social worker, representative of government/ Community-based Structures and WAYREP activist. These lessons highlight the importance of relationship-building, contextualization, and targeted engagement with diverse stakeholders to drive meaningful and sustained change.

Evidence of Practices to Avoid

The evaluation team revealed four key practices to avoid in the GEAR project: First, multi-purpose cash transfer (MPCT) assistance should be provided after life skills planning. This helps to avoid spending on unproductive assets and minimize the risk of cash transfer programming.

Second, youth should have life skills training before they experience a change to their income. Again, this helps avoid spending on unproductive assets and maintains peaceful relationships with their parents or guardians. Third, the beneficiary selection process could be made more explicit, especially around high value offers such as the apprenticeship program. This would help ensure transparency and fairness in the selection. Fourth, the existing Feedback Accountability Mechanism (FAM) should be made more

confidential, and improvements could be made to the feedback loops. This would strengthen accountability and responsiveness to beneficiary concerns.

These lessons learned point to the importance of adjusting interventions, managing the risks associated with cash transfers, ensuring transparent and equitable beneficiary selection, and strengthening feedback and accountability mechanisms. Addressing these areas could help enhance the effectiveness, impact, and sustainability of future programming.

Strengths and Weakness of Community Based Structures

The evaluation identified four main weaknesses in the community structures that could impede sustainability. There was a reliance on project funding for Community-Based Structures to perform certain functions, raising questions about how these activities would be continued after the project ends. Role Model Men and SASA! activists experienced backlash and threats to their safety due to their work, and in particular Role Model Men received frequent negative comments from male peers who did not believe in their work. Additionally, volunteerism fatigue and lost opportunity costs were expressed by members of Community-Based Structures who had invested significant time and effort into the project, sometimes having to step away from their businesses.

However, the evaluation also identified six strengths of the Community-Based Structures that could motivate them to continue their work. There were socially reinforcing expectations from the community for these change agents to act to prevent GBV. A deep appreciation from the communities helped fuel motivation and commitment. Change agents increased their networks of contacts and relationships along the GBV referral pathway, making referrals simpler and more effective. This increased network also gave them credibility and social capital by knowing "people in high places." Furthermore, the combined knowledge, skills, and networks of the change agents led to key-note speaker invitations to talk as specialists on gender-based violence and gender equality, further propelling them into the public eye as champions of gender equality.

Overall, the WAYREP project demonstrated significant progress in advancing gender equality, women's empowerment, and the prevention and response to GBV. The lessons learned provide a valuable starting point for the GEAR project to build upon and scale its impact across Uganda and into Rwanda

Conclusions

Conclusion 1 (based on findings A - I and Outcome Statement 1): The WAYREP intervention's dual-pronged approach of enhancing women's economic empowerment and catalyzing social behavior change has driven transformative, sustainable change in women's economic empowerment and gender norms within the household. Economic interventions underpinned by a behavior change component have enabled women to increase their incomes, gain respect and voice within the household, and have shifted gendered roles and responsibilities, with changes being replicated among non-WAYREP beneficiaries. Evidence shows there is no significant reappropriation of women's income and that women retain control over decision making on how to spend their income. Additionally, women did not report increased risk of GBV because of new income streams, neither did they say that they felt overburden by their new role.

Conclusion 2 (based on findings J – K, and Outcome Statement 2): The WAYREP intervention has effectively reduced the acceptance of gender-based violence (GBV) within the target communities through a multi-level, comprehensive strategy. The project worked at the individual, family, community, and systems levels to shift attitudes, increase reporting and response to GBV, and reduced the taboo and secrecy surrounding the issue. This has led to a re-conceptualization of GBV, now seen as a public issue that the community can and should address.

Conclusion 3 (based on findings L - M and Outcome Statement 3): The establishment of GBV case conferences and improved communication between key stakeholders along the referral pathway was a key achievement of the WAYREP project. This helped build long-term working relationships, accountability, and responsiveness in the GBV support system. However, the sustainability of these GBV services remains a challenge without the project's financial backing.

Conclusion 4 (based on findings N - O and Outcome Statement 4): The WAYREP motivated government officials and religious and cultural leaders to make changes to discriminatory frameworks cultural norms and practices at the local level and enabled them to pass bylaws to protect the rights of women and girls. This included enacting UNHCR 1325 bylaws in Arua City and Gulu City, establishing new police posts in Arua City, taking action against harmful practices like child marriage in Omugo Settlement and making declarations against the “myth of Aruba” cultural practice in Arua City and Gulu City, whereby survivors would make financial payments to religious and cultural leaders to remove a curse placed on their children due to the survivor of GBV reporting the crime.

Conclusion 5 (based on Outcome Statement 1 and 5): WAYREP's combined social and economic interventions enabled project beneficiaries to build both their self-resilience and social resilience through six key factors: economic empowerment, enhanced support networks, improved ability to utilize support, raised confidence, improved household harmony, and enhanced emotional regulation by husbands.

Conclusion 6 (based on the lessons learnt 1-5 and Outcome Statement 4): The project's strategy of motivating key duty bearers, including through regular touchpoints, tailored training, and localization of national policies, was instrumental in driving sustainable change as duty bearers then drove forward and passed local declarations (conclusion 4). Targeting "uber connectors" - change agents in strategic positions of power - emerged as a key approach for maximizing impact.

Conclusion 7 (based on the evidence of practices to avoid in table 14): While the project implemented a Feedback and Accountability Mechanism (FAM), beneficiaries identified the need for a more devolved and distinct FAM, separate from the implementing partners, to enable open feedback. This is crucial for project adaptation to take place and for the accountability of the interventions.

Conclusion 8 (based on the findings in sustainability section 5.4): The WAYREP project successfully built strong community structures where there was an intrinsic motivation for change agents to act and their work was socially reinforced by social actors who now expected them to act on GBV cases. Sustainability challenges remain in funding mechanisms as various inputs were being funded by the program and this undermined the sustainability of activities. Further, certain change agents experienced specific barrier to sustain their role; Role Model Men noted the ongoing backlash to their work as they continue to challenge strong social norm; while CBTs requested more economic empowerment activities at their level to help sustain them and continue their voluntary efforts. CBTs also experienced volunteerism fatigue, having supported WAYREP and other projects for free, and at times at this had been at the cost of them being able to further their own IGAs. Overall, the project's reliance on continued small, yet significant financial support for key activities posed a barrier to long-term sustainability that needs to be addressed.

Recommendations

Based on the key findings and conclusions, harvesters developed four recommendations. They are presented below (more details in main report).

Recommendations for CARE, partners, ADA and the GoU

Recommendation 1: Continue to bundle economic empowerment with gender and behavior change interventions: Expand the high-demand apprenticeship program and enhancing income-earning pathways for higher-skilled beneficiaries, specifically CBT volunteers. Strategically target female and male youth aged 20-30 with additional support to make business plans to build the long-term sustainability of this group.

Recommendations for CARE, partners and ADA

Recommendation 2: Continue with the case conference model and seek financial backing: Seek sustainable financial backing, potentially through partnership and coordination mechanisms.

Recommendation 3: Test sustainable funding models to pay for the activities of community-based structures: Prioritize testing and evaluating sustainable financing mechanisms to support the continued operations of these structures. Provide security training for SASA! Activists and Role Model Men to bolster sustainability.

Recommendation 4: Continue to enhance the existing Feedback and Accountability Mechanism (FAM) to ensure it is devolved from the implementing partner and provides greater confidentiality and more feedback loops.



2. Introduction

2. Introduction

2.1 Evaluation Objectives

The main objective of this final evaluation is to assess the effectiveness, impact and sustainability of the WAYREP project. In so doing, the evaluation assesses what outcomes had been achieved and the extent to which they were attributed to the project. The final evaluation aimed to assess: 1.) The extent to which the project achieved its objectives across the four results areas; 2.) The extent to which the project contributed to improved resilience and self-reliance of the targeted group; and 3.) The extent to which there were intended impacts of project. Finally, the final evaluation aimed to 4.) Provide a limited number of clear, realistic, and practical recommendations to improve future programming, especially for the next phase of the Strategic Partnership and for project sustainability (see Annex 1: TOR). During the inception phase, the evaluation refined the Terms of Reference (TOR), integrating the analysis of differential benefits across age and gender groups into all relevant questions, rather than addressing it as a separate inquiry.

The final evaluation aimed to substantiate five key outcomes with social actors and change agents and to provide a limited number of pragmatic recommendations based on the findings and conclusions. A summary of the five outcome statements that were substantiated is included in the table below:

Table 2: Summary of the Five Outcome Statements that were Substantiated

Results Area and Specific Objectives	Evaluation Criteria	Outcome Statement
RESULT 1: Enhanced sustainable and dignified livelihood for women and youth (and enhanced confidence)	Impact	Outcome Statement 1: Women and youth in Arua City, Gulu City, Omugo Settlement, and Omugo sub-county experienced significant economic empowerment due to WAYREP interventions from 2021-2024. This led to increased confidence, voice, and agency for women, improving their status within the home.
RESULT 2: Reduced acceptance for Gender Based Violence in communities	Impact	Outcome Statement 2: By March 2024, communities in the target areas shifted their attitudes towards GBV, transitioning from viewing it as a private issue to openly addressing it. This change was facilitated by increased household dialogues, women's empowerment, training for male change agents, improved respect for women, and reduced alcohol consumption.
RESULT 3: Enhanced support to GBV survivors	Impact	Outcome Statement 3: Since 2022, communities have changed their approach to addressing GBV. Religious and cultural leaders have stopped harmful practices and now refer cases to formal systems. This shift was driven by stronger relationships among actors, a new case conference system, and increased awareness of GBV as a criminal offense.
RESULT 4: Increased accountability of the Government of Uganda on the implementation of relevant frameworks for women and girls' protection and rights.	Impact	Outcome Statement 4: From 2022-2024, government officials, religious leaders, and cultural authorities took local action to protect women's and girls' rights. This included drafting new bylaws, ensuring GBV services continued during the pandemic, public declarations against harmful practices, and helping vulnerable citizens claim their IDs.
Specific Objective: Increased self-reliance of Ugandan and refugee	Sustainability	Outcome Statement 5: By March 2024, members of VSLAs, YSLAs, SASA! Activists, and Role Model Men reported increased self-resilience and economic and social resilience in six areas: building economic resilience, improving social networks,

Women and Youth in Gulu and Arua Municipalities, Omugo Settlement.

increasing ability to draw on peer networks, enhancing confidence, voice and self-belief, improving harmony in marital relationships, and enhancing emotional regulation.

The key outcomes included: Enhanced sustainable and dignified **livelihoods** for women and youth; Reduced **acceptance for Gender Based Violence** in communities; Enhanced **support to GBV survivors**; Increased **accountability** of the Government of Uganda on the implementation of relevant frameworks for women and girls’ protection and rights.

2.2 Evaluation Questions

The Terms of Reference (TOR) establishes the evaluation questions, and these were further refined in the Inception Report, at which stage the below *Evaluation Matrix* was constructed (see Annex 1 and 2).

2.3 Timeframe

The final evaluation was conducted between January and April 2024, coinciding with the conclusion of WAYREP activities and the commencement of planning for the subsequent program - Gender Equality and Resilience Project (GEAR). The evaluation was strategically timed to retrospectively assess the project's impacts and the extent to which WAYREP achieved its stated objectives outlined in the Results Framework. Additionally, the final evaluation looks forward to proactively inform the planning and implementation of GEAR, which starts in April 2024.

2.4 Users

The evaluation findings are intended to have practical use for three harvest users:

Table 3: Harvest Users and Intended Use

Harvest Users	Intended Use
ADA	To guide evidence-based programming for GEAR. To identifying successful strategies from WAYREP and to assess what approaches and pathways should be scaled up, or replicated and which should be left behind. To provide insights to other ADA Women’s Economic Empowerment (WEE) and GBV program and learning on applying an Outcome Harvesting approach to final evaluations.
CARE, CEFORD, and THRIVEGulu	To use the outcome statements and findings to strategically inform the planning of GEAR. To take time to reflect on what went well in WAYREP and to assess what approaches and pathways should be scaled up, or replicated and which should be left behind. To share final evaluation insights with the wider WEE and GBV in Uganda through steering groups and meetings with key stakeholders at the GoU and partner INGOs and CBOs.
Government of Uganda	To leverage the findings and recommendations to design interventions that sustain or complement WAYREP's initiatives. To use and apply the final evaluation findings to GoU initiatives that include a WEE or GBV component.

2.5 Scope

The final evaluation was structured around the five research questions in the Evaluation Matrix which were drawn and adapted from the Terms of Reference (see Annex 1 and 2). The research questions consider the extent to which WAYREP has achieved its planned objectives across four results areas: 1.) Livelihoods; 2.) Reduced acceptance of GBV; 3.) Enhanced support for survivors of GBV; and 4.) Accountability of the GoU to implement relevant frameworks.

The final evaluation was implemented in all four WAYREP locations (Gulu City, Arua City, Omugo Subcounty, and Omugo settlement) where activities had been implemented in the period from April 2019 to March 2024. Guided by the OECD/DAC evaluation criteria, the evaluation focused on evaluating the project's *effectiveness* and *impact*. The final evaluation engaged with a range of social actors and change agents, including staff at CARE Uganda, CARE Austria, CEFORD, THRIVEGulu, Community-based Structures (CBSs), SASA! Activists, women's rights activists, Male Change Agents, Government, GBV service providers, cultural and religious leaders, women leaders, the judiciary, and technical and political staff employed by the Government of Uganda (GoU).

2.6 Quality Standard and Criteria Applied

Data Quality Assurance:

The evaluation team implemented a series of techniques to ensure high-quality data collection and Outcome Harvesting analysis through substantiation with harvesters, WAYREP staff and social actors and change agents. In this process the team of harvesters made five adaptations to the Data Quality Assurances approach. These adaptations provide learning on replicating the Outcome Harvesting approach in other ADA and CARE programs. These are described below:

Table 4: Quality Standards and Criteria Applied

Reference Group and Independent Evaluators	A group of two independent evaluators and 6 representatives from the implementing partner reviewed the tools, presentations, and report.
Context Analysis	The evaluation team drew on baseline and final data and the final evaluation to draw conclusions.
Analyses of the ToC and Description of the Evaluation	The team of harvesters reviewed the ToC and four results areas as they relate to the Outcome Statements.
Validation of Assumptions	The team of harvesters went through three rounds to validate assumptions – validation with harvesters, validation with beneficiaries and stakeholder and validation with WAYREP staff.
Evaluation Objectives	The team set to outline evaluation objectives to harvesters, social actors and change agents and the project staff.

Focus on effectiveness, impact, and sustainability	Through a review of the ToR and drafting of the inception report the team focused on three key OCED DAC evaluation criteria – effectiveness, impact, and sustainability.
Evaluation questions	Evaluation questions were drafted with the project staff and used to design Outcome Harvesting tools.
Methodology and design	The team aimed to pivot in the methodology where this was necessary by for example adapting the Outcome Harvesting Database to make it more user friendly.

Safeguarding:

The evaluation team adhered to Human Rights-Based (HRB) principles throughout the planning, implementation, and analysis phases. To ensure this, the team of 24 Harvesters and one resource person received training in CARE's safeguarding processes. In collaboration with CARE's MEAL team in Gulu City, harvesters accessed the names and contact information of local GBV service providers to ensure that social actors could be referenced to the correct service if they so requested.

The team planned for and recruited a gender balanced team of harvesters experienced in conducting qualitative evaluation and some of whom had worked for CARE Uganda on other evaluations. During Key Informant Interviews (KIIs) and FGDs, sex-segregated discussions were facilitated when deemed necessary, ensuring that male beneficiaries were interviewed by male harvesters and female beneficiaries by female harvesters. Prior to beginning discussions, consent was obtained from participants, and at the conclusion of discussions, participants were informed of the information and insights shared, fostering a transparent and respectful research environment.

Following HRB principles the evaluation includes *participation and inclusion criteria* in the sample by ensuring the meaningful participation of rights-holders and stakeholders, including marginalized and vulnerable groups, in the evaluation process. The team promoted *inclusive processes* that gave voice to diverse perspectives and experiences, by disaggregated FGDs and ensuring a range of change agents and social actors were engaged in the substantiating phase. Finally, the evaluation team provided *capacity development* for the team of harvesters and deployed a bottom-up approach where feedback and adaptations were welcome from various members of the evaluation team and partners.

The evaluation team applied ADA's HRBA to the final evaluation, adhering to the following elements:

- *Engagement with stakeholders*: the team of harvesters engaged stakeholder both in the primary data collection and in the substantiation of findings.
- *Rights based evaluation matrix*: The evaluation matrix is a key component of the evaluation. The research questions in the evaluation matrix and subsequent tools purposely were kept open to allow participants to define the change in their lives, from their perspectives.
- *Openness to adapt questions and willingness to listen*: It was important for the pilot to take place and for this to be a chance for participants to make suggestions to the questions.
- *Participatory space*: Harvested felt it important to make participants feel they were in a space where they could share information and had confidence in how the information would be used.
- *Valuing participants experiences*: Narratives were recorded verbatim to keep the original meaning and to value the way that participants saw the change as taking place.



3. Background and Context Analysis

3. Background and Context Analysis

3.1 Factors Influencing WAYREP:

Several key events in Uganda's political, social, and economic environment have significantly impacted the enabling environment for WAYREP and have influenced the outcomes of the evaluation:

Background to Women's Rights in Uganda:

Various social, political, economic demographic and institutional factors have shaped the landscape on women's and girl's rights in Uganda in recent years.

Social and Cultural Factors: The persistence of harmful gender norms and stereotypes continue to limit women's and girls' opportunities and voice. A high prevalence of gender-based violence remains a significant barrier to women's and girls' empowerment and at the household level. Unequal distribution of household and caregiving responsibilities, means these roles disproportionately fall on women.

Political Factors: There have been ongoing challenges in the implementation and enforcement of policies and laws designed to protect women's and girls' rights. Further, there is limited political representation and decision-making power for women at local and national levels.

Economic Factors: Disparities remain in economic opportunities, earning capabilities and income levels between men and women. Women especially those in rural areas continue to face challenges through a lack of access to productive assets, financial services, and business development support for women entrepreneurs. Additionally, inheritance practice and customary land rights distribution among male kin locks women out from gaining key economic assets.

Demographic Factors: Uganda continues to have a large youth population, which brings with it unique needs and challenges specifically related to a demand for income earning opportunities. Uganda also has a sizeable refugee population, especially in areas like Omugo Settlement, and in recent years aid from bilateral donors has reduced.

Institutional Factors: There remain capacity gaps and resource constraints within government agencies and service providers tasked with protecting women's and girls' rights and a need for more coordinated approaches to gender-related programming and policymaking

Contextual Considerations in the Different Locations

The table below sets out the difference contextual factors in the four locations:

Table 5: Contextual Factors in the Four Locations

Arua City	Gulu City	Omugo Settlement	Omugo Sub County
<p>A diverse mix of ethnic groups including the Lugbara, Alur, and Madi.</p> <p>The city hosts a large refugee population, with over 250,000 refugees from South Sudan and the Democratic Republic of the Congo living in camps and settlements around the city.</p> <p>A median age around 22 years old. Economic activities are diverse, including agriculture, small-scale manufacturing, trade, and services.</p>	<p>Primarily made up of the Acholi ethnic group.</p> <p>The age distribution in Gulu is relatively young, with most residents under 30 years old. The economy is dominated by agriculture, though there is also a growing services and light industrial sector.</p>	<p>The refugees in Omugo are mainly from the Dinka, Nuer, and Equatorian ethnic groups of South Sudan. There is a small host community population as well.</p> <p>Lower income levels and higher reliance on aid than the other locations. UNCHR has in the last few years reduced aid in the settlement.</p> <p>The median age in Omugo is quite young, around 18 years old.</p>	<p>The host community population in the broader sub county is ethnically Lugbara and Alur.</p> <p>Economic activities in Omugo Sub County include small-scale farming, livestock rearing, and natural resource extraction like timber and charcoal production. There is also some local trade and services.</p> <p>A median age around 24 years old.</p>

Factors Pre-dating WAYREP (prior to 2021):

- The **Male Engagement Strategy** in Uganda, implemented on July 24, 2017, has served as a foundational document for WAYREP's male engagement component, shaping the project's development, application of the approach and collaboration with government social actors. Gender and protection officers and government representatives in Arua City and Gulu City have been trained on the strategy at the district level.
- The **Domestic Violence Act** (April 29, 2011), the **Intimate Partner Violence (IPV) Act** (April 29, 2011), and the ratification of the **1325 Act on Women, Peace, and Security** (2008) has established a legal framework for gender equality in Uganda, influencing the project's direction and reception among social actors and change agents. Further 1325 specifically has been used by WAYREP and adapted into local bylaws in Gulu City and Arua City (Outcome Statement 4).
- The **Uganda Anti-Homosexuality Act**, a controversial law was signed into law by President Yoweri Museveni on February 24, 2014. The law has three main features 1.) It criminalized same-sex relationships, with a maximum penalty of life imprisonment for "aggravated homosexuality;" 2.) It prohibits the "promotion of homosexuality; and 3.) It required citizens to report suspected homosexual activities to the police within 24 hours or face prosecution themselves. In April 2024, the law was upheld despite push back from the international community on its harshness.
- Civil society in Uganda has a robust history of **women's rights activism**, for example [Raising Voices](#), [FIDA](#) and Ugandan CBOs have advocated for gender equality and women's empowerment for decades and have received increased attention in the media.

Factors During WAYREP (2021-2024):

National Action Plan: Uganda adopted its third National Action Plan (NAP) in 2021 for the period 2021-2025. It is preceded by two others, for the periods 2008-2010 and 2011-2015. The NAP III focused on four core goals: all forms of violence prevented, and conflicts resolved; good governance enhanced at all levels; natural and human-made disasters prevented and mitigated; systems and structures for the implementation and coordination of the NAP III strengthened and influenced WAYREP's advocacy work.

Covid-19: The onset of the Covid-19 pandemic in Uganda in March 2021 had a profound impact on support for GBV survivors. The pandemic disrupted project activities just as they were commencing, leading to significant implications for both the project implementation and the pathways by which social actors received support. The WAYREP pivot due to Covid-19 led to some *unexpected positive outcomes* for advocacy and program implementation.

The Covid-19 restrictions resulted in the cessation of direct psycho-social support services for GBV survivors in 2021, with all face-to-face activities being suspended. This necessitated a fundamental shift in the delivery of psycho-social support within the program. Consequently, Community Based Trainers (CBTs) were required to assume an unexpected role in providing psycho-social support, altering the dynamics of support provision within the project, and posing implications for the evaluation process. For example, CBTs in Arua City and Gulu City noted that this increased their skills set, made them more closely family with case management and gave them significantly more training and experience than if they had not been placed in this unexpected position. This unwittingly increased the resilience of CBTs through unexpected gains in knowledge and on-the-job training

Further, in early 2021 WAYREP Uganda staff, in partnership with other INGOs and CBOs successfully lobbied for the Government of Uganda to lift restrictions on GBV provision. At the time members of the CARE Uganda team wrote a "Call to Action" asking the GoU to allow for a re-start in services for survivors of GBV and calling for eight specific actions to take place. In 2021 the GoU lifted restrictions and made exceptions allowing GBV services to continue and CARE Uganda contributed to this result.

These macro-level factors are crucial to consider, as they have shaped the context in which WAYREP operates and influenced the perspectives and actions of social actors and change agents involved in the project.

3.2 Magnitude and Intricacy of the WAYREP Initiative:

WAYREP Scope: The WAYREP project is a comprehensive five-year program, spanning from 2019 to 2024, with the goal of bolstering the resilience of refugee and Ugandan women, girls, and youth in their pursuit of a life free from violence. The project's outcomes are monitored and evaluated across four results areas: 1) Enhanced sustainable and dignified livelihoods for women and youth; 2) Reduced acceptance of Gender-Based Violence (GBV) within communities; 3) Enhanced support for GBV survivors; and 4) Increased accountability of the Government of Uganda in implementing pertinent frameworks for women and girls' protection and rights.

Geographic Locations and Reach: WAYREP is being executed in four locations: Gulu City, Arua City, Omugo Settlement, and Omugo Sub-county. The program has positively impacted a diverse population of 75,233 beneficiaries, with a distribution of 69% women and 31% men, over the course of five years.

Stakeholder Engagement: A diverse array of social actors and change agents have been instrumental in the conceptualization and execution of WAYREP. These are listed here and were engaged in the outcome harvesting process (see Sample Size page 28-29):

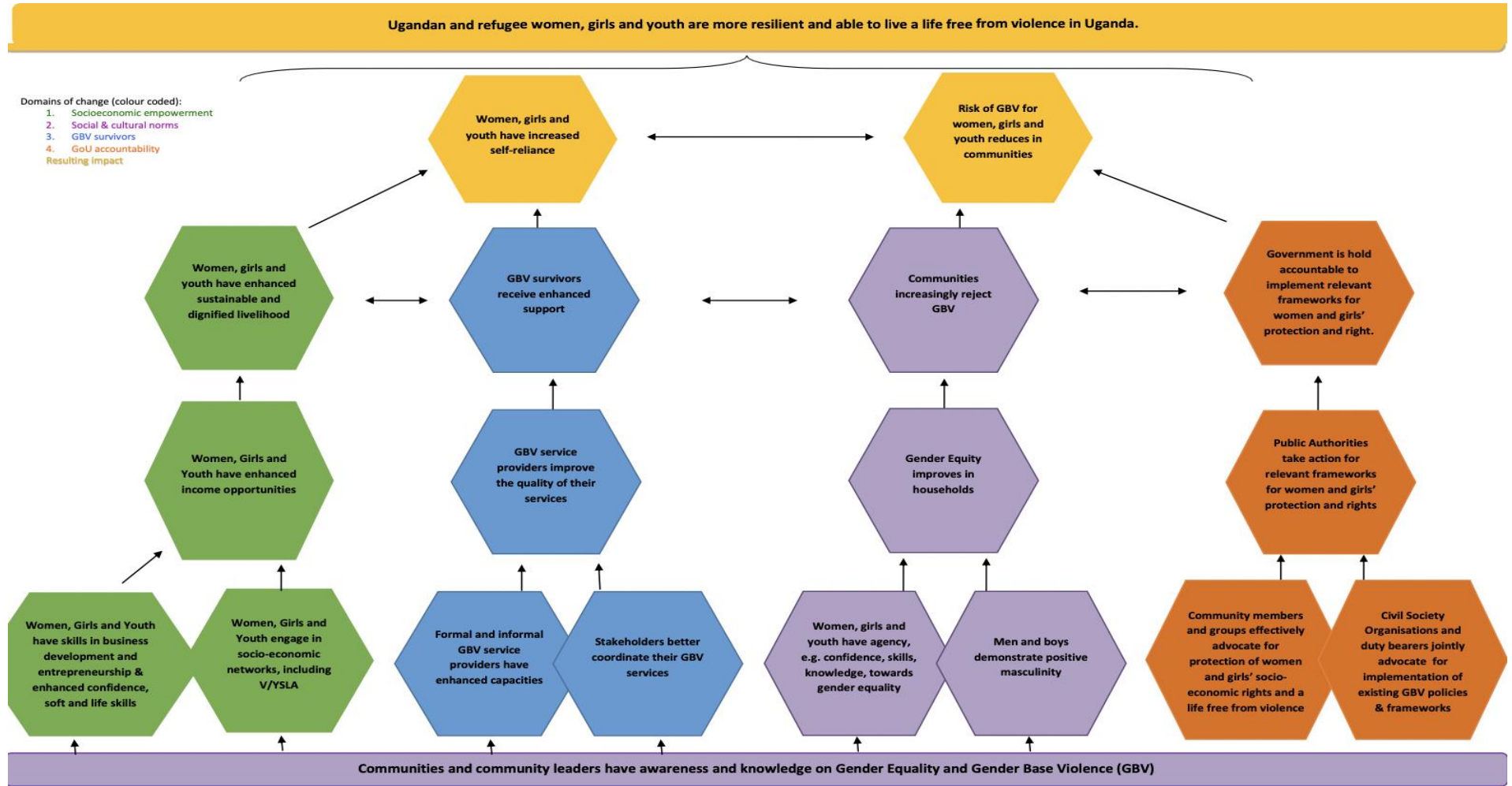
The table below illustrates the main target group which is divided into two types of stakeholders. The first beneficiaries are the **impact group** which consists of women and girls, men and boys. Within the Outcome Harvesting approach these are defined as social actors. The second group are the target **change agents** that help to create a change for the impact group. These change agents include Role Model Men, SASA! Activists, religious and cultural leaders, government representatives, the judiciary, GBV service providers and development partners. The distinction between these groups is not always clear cut within the program, as community members can also be drivers of change, and this highlights the close relationship between those benefiting from and those affecting change.

Table 6: Social Actors and Change Agents: Benefits and Support

Group	Benefits and Support
Level 1: Impact Group - Social Actors	
Women and Adolescent Girls	This target group benefits through membership to VSLAs or YSLAs, Multipurpose Cash Transfer Assistance (MPCT), start-up kits, emergency cash assistance, support to survivors of GBV, financial literacy training, basic literacy skills, apprenticeships, SASA! Training, Role Model Men training, or a combination of these.
Men and Boys	This target group can benefit through the same pathways as those listed above, and benefits can also include Role Model Men training or SASA! Training.
Level 2: Other Stakeholder – Change Agents	
Role Model Men	This target group can benefit through the same pathways as those listed above, but also include Role Model Men training.
SASA! Activists	This target group can benefit through the same pathways as those listed above, but also include SASA! Training.
Religious and Cultural Leaders	This target group gains through gender discussion groups and one-on-one engagement.
Government Representatives	This target group gains through gender discussion groups, one-on-one engagement and training in gender strategies, acts and legislation (e.g., Male Engagement Strategy, 1325).
Judiciary	This target group gains through gender discussion groups and case management training.
GBV Service Providers	This target group gains through case management training, upskilling and confidence building in their professional role.
Development Partners	The two partners, CEFORD and THRIVEGulu implementing activities in Arua City, Omugo settlement and Omugo sub county, and Gulu City respectively.

Logic Model: WAYREP is founded on the premise that GBV stems from gender inequality and poverty and social norms that restrict and limit women and girls, men and boys. WAYREP emphasizes a comprehensive approach that targets the root causes of GBV including gender inequality and unjust norms, cultural and social norms and practices that limit individuals’ potential, poverty and economic stressors, substance abuse and inadequate legal and support systems. Two drivers of GBV that are not as clearly addressed in WAYREP’s Theory of Change are: conflict and displacement and exposure to violence which are closely interrelated. There may be opportunity for these additional drivers of GBV to be included in GEAR, especially given the economic vulnerability of refugee South Sudanese men (see Outcome Statement 2, (see Theory of Change below)).

DIAGRAM 1: WAYREP Theory of Change



3.3 Implementation Status

The evaluation team made three adaptations to the process to enhance data quality, these included:

- **To increase the number of days for the training and pilot:**

The number of days for the training and pilot phase were increased from two to three days and an additional fourth day was allocated for a reflection session to enable adaptation of the Outcome Harvesting tools based on feedback from social actors, change agents and the team of 24 male and female harvesters.

- **To increase the number of harvesters in a Focus Group Discussion**

In response to the complexity of outcome harvesting as an approach, the need to harvest detailed outcomes over four diverse results areas and the complexity of WAYREP as a program, the team decided early on to increase the number of harvesters per Focus Group Discussion (FGD) from two to three. This enabled one harvester to lead the facilitation, one to record detailed notes and a third to specifically record outcomes emerging from the discussions. All harvesters undertook daily de-briefs, where in contact over WhatsApp about how to best probe and capture outcomes and joined a one-day substantiation workshop in Gulu City. This workshop allowed for the team to reflect on outcomes gathered and examine similarities and differences across different age, gender and geographical groups.

- **To adapt the Outcome Harvesting Database, making the format more user friendly and automated**

To enhance the user experience for harvesters, the initial Outcome Harvesting Database underwent streamlining and automation, reducing the need for multiple data entry points. During the inception phase the team also considered using an online tool for inputting of outcomes to increase efficiencies and replicability for other ADA and CARE programs. However, due to the training that would have been needed, limited time and slow internet speeds in some areas of Arua and Terego this system focused option was put on hold. That said, this may be a viable, timesaving and cost-effective option to explore for future Outcome Harvesting studies, especially for those in urban areas with fast internet speeds.

These quality standards enabled the team to monitor incoming data and adjust the process as needed.



4. Evaluation Design and Approach

4. Evaluation Design and Approach

4.1. Methodological Approach

4.1.1 Outcome Harvesting Methodology in the Final Evaluation

The final evaluation drew on three data sources: i.) a comprehensive desk review conducted by Gender Insights, ii.) a quantitative endline assessment conducted by MAARIFA Consult⁴ and a iii.) Outcome Harvesting data collected by Gender Insights. Details of the methodology are included in the table below:

Table 7: Overview of the Three Data Sources Used in the Report

Methodology	Sample Size	Approach
Comprehensive desk review and desk research (see Annex 6).	37 documents reviewed	This approach involved reviewing existing documents such as assesses reports and learning briefs.
Quantitative endline assessment data	398 beneficiaries (345 female, 53 male)	This approach involved a survey with female and male beneficiaries in the four WAYREP sites.
Outcome Harvesting data	301 women and 147 men engaged	This approach involved harvesting qualitative data from social actors and change agents using the data collection instruments (see annex 5) and substantiating the five outcome statements.

The final evaluation employed Outcome Harvesting as the methodological approach for the assessment.⁵ Outcome harvesting, developed in the early 2000s, is a participatory evaluation approach that focuses on identifying and documenting outcomes of a project retrospectively. It involves systematically collecting evidence of what has changed because of the project, often through interviews, surveys, and document reviews. By capturing both intended and unintended outcomes, outcome harvesting provides valuable insights into the project's impact and effectiveness.

After being created and adapted by those focusing on evaluation in international development, it became a qualitative research methodology applied by the World Bank, United States Agency for International Development, and other actors in the field.

⁴ The quantitative endline assessment data was collected by MAARIFA Consult, an independent consultancy company. MAARIFA, Quantitative endline assessment final report, March 2024

⁵ Resources used on Outcome Harvesting can be located here, these include two types of documents: 1.) Best practice documents on Outcome Harvesting, 2.) Previous Outcome Harvesting evaluations: Intrac, (2017), Outcome Harvesting Civil Society: <https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Outcome-harvesting.pdf>; Outcome Harvesting Evaluation Report: Hay Tao, (2023): https://pdf.usaid.gov/pdf_docs/PA02111F.pdf; Better Evaluation, (2022), Outcome Harvesting: <https://www.betterevaluation.org/methods-approaches/approaches/outcome-harvesting>; ConnexUS, (2021), Outcome Harvesting: Best Practice for Learning and Reflection: <https://reliefweb.int/report/world/outcome-harvesting-best-practices-learning-reflection>; Care International, Outcome Harvesting Evaluation: OIKKO (Unity): Bangladesh, (2018): <https://www.careevaluations.org/wp-content/uploads/OIKKO-Outcome-Harvest-evaluation-final.pdf>; Care International: Outcome Harvesting Report: Systems Level Impact Evaluation of SAMARTHYA Project: <https://careevaluations.org/wp-content/uploads/CARE-Nepal-Systems-Level-Impact-Evaluation.pdf>.

Outcome Harvesting offers a unique opportunity to apply ADA’s basic principles with an emphasis on gender equality and human rights-based approaches to development. The selection of Outcome Harvesting was based on several key considerations which support ADA’s vision of more equal world for women in Uganda. These considerations include:

- **1. High Levels of Participation from Social Actors and Change Agents:** Outcome Harvesting offered a flexible approach that facilitates iterative dialogue and multiple feedback loops to determine outcome statements. The application of this participatory evaluation method was particularly valuable in engaging women and youth, Role Model Men, SASA! Activist, government representatives, GBV providers, religious and cultural leaders and WAYREP staff in crafting outcome statements.
- **2. An Ability to Capture Unexpected Positive and Negative Outcomes:** The methodology lends itself to capturing both positive and negative unexpected outcomes (see Outcome Statements 5.1 and 5.2). The approach gave harvesters the ability to cast the net wide in phase 1 of data collection by gathering 23 outcome statements, before five outcomes were selected for substantiation in phase 2. The approach allowed harvest users to identify successful practices to replicate and flags areas for adaptation or avoidance in GEAR, the subsequent intervention that will follow WAYREP and be implemented from in Uganda and Rwanda.
- **3. An ability to Cast a Wide Net and Harvest Outcomes First, and Track Contribution Second:** Outcome Harvesting enabled harvesters to gather evidence on observed changes and then subsequently ascertain the factors contributing to these changes (e.g., external policies or other government or INGO programs), and allows for a close assessment of the project’s contributions.
- **4. Suitable for Complex Interventions Across Multiple Geographic Sites, with Varying Demographic Groups and Multiple Social Actors and Change Agents:** Outcome Harvesting was seen to be particularly beneficial for complex interventions like WAYREP that span multiple sites or countries and involve a diverse range of stakeholders.

4.1.2 Stakeholder Engagement Strategy: Rationale for Selecting Social Actors and Change Agents

The evaluation team purposefully selected the following social actors and change agents to engage in the outcome harvesting process. This strategic decision was driven by the need to capture outcomes from a diverse pool of stakeholders with varying experiences of WAYREP and consider variables that have affected people’s experience of the project. Variables such as different: i.) *Belief systems* on gender equality; ii.) *Educational backgrounds, age, gender and ethnicity*, iii.) Experiences with the project, as implementor, beneficiary or stakeholder; iv.) Years spent with WAYREP and v.) *Engagement pathways*, such as receiving support as a GBV survivor or apprenticeship fellow all came together to influence one’s experience and response to WAYREP.

By casting a wide net across these different groups, the evaluation team aimed to harvest a broad spectrum of outcomes, ensuring a comprehensive understanding of WAYREP’s impact and learnings for a wide range of actors.

Table 8: Social Actors and Change Agents Engaged in Outcome Harvesting

Women and Adolescent Girls	SASA! Activists	Religious Leader and Cultural Leaders	Government Representatives	GBV Service providers
Men and Boys	Role Model Men	Implementing Partner	Legislature	Development Partner (THRIVE GULU and CAFORD)

4.1.3 Evaluation of WAYREP's Design, Implementation, and Monitoring

The primary focus of the evaluation was to examine the changes experienced by social actors and change agents, explore the contributing factors, and assess the extent to which WAYREP influenced these changes and was not focused on a Program Performance Evaluation (PPE) (see Annex 1 and 2).

4.2. Data Collection and Analysis Tools

4.2.1 Data Collection Methods

Four main data collection methods were used: First, FGDs (Focus Group Discussions) were conducted to cast a wide net and gather a large number of outcomes from a diverse group of social actors and change agents. Second, within this same round KIIs (Key Informant Interviews) were conducted to allow harvesters to deep dive into sensitive issues, such as corruption and bribes along the GBV pathway. These also enabled the evaluation team to gather outcomes from senior government officials (e.g., Mayors) for which a FGD would seem disrespectful. Third, a second round of FGDs were conducted to substantiate, “test,” add to and adapt a limited number of five key outcome (Outcome Statements 1 – 5). Fourth, and within this second stage, again KIIs were conducted to substantiate data with government representatives. Throughout the process the Outcome Harvesting Database was used to store or “house” outcomes and include key quantitative data such as contribution weighting, type and depth of the change.

4.2.2 Sampling Framework and Team

Twenty-four (16 female and 8 male) Harvesters collected outcomes from the social actors and change agents across the four WAYREP implementation sites in Gulu City, Arua City, Omugo Settlement, and Omugo Sub-County. The data collection was managed by one Uganda Consultant and one international consultant. The sample represents various demographic groups, including youth and Female-Headed Households, and included both host community members and South Sudanese refugees in Omugo Settlement.

Inclusion Criteria and Mechanisms:

The following inclusion criteria were applied in selecting the impact group:

1. **Age:** Participants were required to be at least 18 years old.
2. **WAYREP Beneficiary Status:** Participants had to be WAYREP beneficiaries for at least six months.

3. Experience with WAYREP Pathways: Social actors needed to have experienced at least one WAYREP pathway, such as MPCT assistance, SASA! training, or CBT training. WAYREP’s pathways to change are defined through the four results areas shown in the ToC on page 25.

4. Willingness to Participate: Participants had to be willing to engage in a 60-minute interview or a 90-minute Focus Group Discussion (FGD).

Sample Size and Composition:

The sample consisted of WAYREP staff, female and male beneficiaries (social actors), GBV providers and Community-based Structures, religious and cultural leaders and government representatives. The diverse composition of the sample ensured a comprehensive understanding of the outcomes and impacts of WAYREP across various stakeholder groups and geographies.

Table 9: Sample Size for Outcome Harvesting – Primary Data Collection

SOCIAL ACTOR OR CHANGE AGENT	Gulu City	Arua City	Omugo Settlement	Omugo Sub County
Female WAYREP Staff – Change Agents	9			
Male WAYREP Staff – Change Agents	5			
Female Social Actors (18-30; 31-45)	22	20	22	21
Male Social Actors (18-30; 31-45)	19	24	20	20
Female GBV Service Providers – Change Agents	8	6	3 (these serve both the host and refugee community)	
Male GBV Service Providers – Change Agents	1	2	4 (these serve both the host and refugee community)	
Female Community-based Structures, Religious and Cultural Leaders and Government Representatives – Change Agents	24	22	18	24
Male Community-based Structures, Religious and Cultural Leaders and Government Representatives – Change Agents	19	18	12	17
Sub Total Per Location	93	92	72	82
Social Actors - Female	85			

Social Actors - Male	44			
Change Agents - Female	114			
Change Agents - Male	59			
TOTAL	302			

Table 10: Sample Size for Outcome Harvesting – Substantiation

SOCIAL ACTOR OR CHANGE AGENT	Gulu City	Arua City	Omugo Settlement	Omugo Sub County
Female WAYREP Staff – Change Agents		8 ⁶		
Male WAYREP Staff – Change Agents		3		
Female Social Actors (18-30; 31-45)	16	10	20	9
Male Social Actors (18-30; 31-45)	10	16	7	6
Female GBV Service Providers – Change Agents	5	3	0	1
Male GBV Service Providers – Change Agents	1	0	3	1
Female Community-based Structures, Religious and Cultural Leaders and Government Representatives – Change Agents	3	2	3	3
Male Community-based Structures, Religious and Cultural Leaders and Government Representatives – Change Agents	3	4	3	4

⁶ These WAYREP staff were included in the primary round of data collection, they are counted as stakeholder in the primary data collection and not counted again here.

Sub Total Per Location	38	35	33	24
Social Actors - Female	55			
Social Actors - Male	29			
Change Agents - Female	20			
Change Agents - Male	15			
TOTAL	119			

MEASURES TAKEN TO ENSURE DATA QUALITY



In March 2024 the evaluation of 24 harvesters team piloted the five primary data collection tools in Gulu City. Emphasis was put not only on facilitation skills, but also on the transcription of data. Having data transcribed in a short time frame allowed the Data Quality Assurance Team to recognize and flag gaps in evidence. Unexpected *negative outcomes* did not initially come through strongly in the pilot data. After exploring the issue with the team, it was believed that beneficiaries had experienced significant wins in their personal lives through WAYREP (e.g., increased livelihoods, peace in the home, confidence to speak up) and were hesitant to raise negatives for fear of being disrespectful to the gains they had experienced. Seeing this *social desirability bias* early on allowed for more training with the national consultant and team leaders and for harvesters to spend more time enplaning the evaluation at the start and being open about looking for both positive, and negative experience of the project.

4.2.3 Triangulation Process

To ensure the credibility and validity of the findings, various strategies were employed to triangulate the data. The triangulation process involved the following steps:

- 1. Document Review:** To kick start the data collection process a comprehensive document review was conducted of 32 internal documents.
- 2. Outcome Harvesting:** To start the collection of data from social actors and change agents, FGDs and KIIs were conducted with this group.
- 3. Daily Debriefs:** To start analyzing the harvested outcomes at the end of each day debriefs were held in each site. The site Team Leader and Outcome Harvesting resource person was then responsible for uploading outcomes into the Outcome Harvesting Database.

4. In-Person Workshop: To further triangulate the data harvesters from the four sites convened in a workshop in Gulu City to analyze results.

5. Selection of Outcomes through on-line workshop with WAYREP staff: To get feedback on the early outcome statement the evaluation team presented the five outcomes to be substantiated. At this point 12 WAYREP staff feedback on if they agreed, or disagreed with the outcome statement, what was missing, and what needed to be added or removed.

6. Substantiation through KIIs and FGDs: To substantiate the selected five outcomes, harvesters engaged 156 social actors and change agents through KIIs and FGDs across the four WAYREP project sites.

7. Data Request: To follow up and validate specific outcome statements the evaluation team requested follow-up project documentation from WAYREP staff, for example, the team requested the call-to-action brief that was drafted in 2021 by WAYREP staff and shared with the GoU to request for GBV services to be resumed. Harvesters also requested and reviewed disaggregated quantitative endline assessment data to strengthen the emerging findings under Evaluation Question 1.

8. Presentation of Findings: To further triangulate and validate the data harvesters presented new substantiated outcomes to a team of five WAYREP staff in Uganda and Austria.

This triangulation process aimed to enhance the credibility and reliability of the findings and ensure both the harvesting of a broad range of outcomes for various social actors and change agents, and the substantiation of a smaller and select number of five outcomes. Further, Outcome Harvesting allows for people at different levels of the power hierarchy to offer feedback; and have multiple chances to offer it. The rollout, timing, and getting input from various people allows for the harvests to have a complete picture of those who "have" power and those who "do not."

4.2.4 ADA's Basic Principles

To implement ADA's principles, the evaluation team undertook the following approaches: 1.) An intersectional lens was applied to the Outcome Harvesting process, with attention paid to geographical, age and gender differences in results, as well as differential impact for different groups; 2.) ADA's HRBA was integrated when conducting interviews will full consent, training of qualitative enumerators on safeguarding and ensuring a respectful and participatory process for data collection; 3.) The team aimed to consider evaluation users' interests by adapting for example the evaluation report structured based on feedback from CARE, ADA and partners, further adaptations were made based on feedback from beneficiaries and implementors; and 4.) The team aim for transparency and accountability by sharing the final evaluation report on CARE and ADA's websites.

4.3. Risks, Limitations and Mitigations Measures

4.3.1 Risk and limitations and mitigation strategies

The evaluation team experienced certain risk, limitations and as a result deployed set mitigation strategy:

Limitation: While harvesters were selected based on their experience of conducting qualitative evaluations in Uganda in the last year and for their experience in protection and social work, not all had Outcome Harvesting experience. This meant that skills and capacity had to be built in the methodology. To ensure harvesters felt comfortable with the process the evaluation team made the following adjustments and: added

more days to the training and more time for daily de-briefs at the end of each day. Additionally, to support with the high number of outcomes that needed to be captured a third harvester was added to each FGDs to ensure that data could be captured and outcomes tracked.

Risk: There was a risk that harvesters in each location would inadvertently influence the findings in other locations. While there was appetite to bring all the harvesters together in one workshop to substantiate findings there was also the need to reflect on District level variances. To ensure the team captured the differences that emerged across locations the team's first took part in a daily de-brief with their Team Leader. This worked as an opportunity to capture District level differences. After this and once all daily de-brief were complete and the primary data collected, the teams joined a group workshop to compare findings and outcomes across the four locations.

Gaps and Limitations in the Evidence:

Gaps and Limitation 1: Importantly, social actors and change agents suggested specific ways to improve WAYREP. For example, female and male social actors recommended the implementation of a robust accountability and complaints mechanism. While these forward-looking recommendations were captured (see Conclusion 7) it was outside the Scope of Work to test these solutions and suggest which could be implemented. As a result, the evaluation team has recorded the communities' recommendations and suggest these be tested in the first few months of GEAR's implementation (see Recommendation 4).

Gaps and Limitations 2: With more time the team would have liked to have gone back to the communities for a second round of substantiation and to share the results with social actors and change agents. It is believed that GEAR staff will be able to take on this role for sharing insights and recommendations.



5. Findings

5. Findings

5.1. Effectiveness

1.1: Enhanced sustainable and dignified livelihood for women and youth.

Finding A: From 2021 to 2024 there was an overall increase in the average weekly income for individuals across different age, gender and geographic groups. Within this result, younger women and men aged 15-19 years old showed the greatest increases in average weekly income.

The average weekly income for individuals increased by 49.6% (42% for women and 46% for men) from the baseline, surpassing the national average weekly income. The quantitative endline assessment shows an increased income are in line with the final evaluation that found strong qualitative evidence showing improvements in the income of women and youth (see Outcome Statement 1). The final evaluation also found evidence of enhanced spending on productive assets such as the purchase of smart phones by older female beneficiaries and the purchase of building and construction materials by female beneficiaries to improve their housing. Further there was strong evidence from the final evaluation that as women's incomes increased, they re-invested this income in the payment of school fees for their children.

The quantitative endline assessment shows that different demographic groups experienced varying degrees of change in income generation activities, with younger individuals aged 15-19 exhibiting the most significant increases. For instance, 74% of females and 60% of males in the 15-19 age group reported heightened engagement in income generation activities, compared to 60% of males and 37% of females in the 20-30 age bracket.

The quantitative endline assessment also revealed a 153.4% increase in income opportunities for targeted women and youth, compared to baseline (Finding 1, Intermediate Result 1.1). This significant change in incomes is further substantiated by the final evaluation, where VSLA and YSLA members, CBTs, SASA! Activists, Role Model Men, and government representatives all corroborated the finding that income-earning opportunities had significantly increased for social actors across the four sites.

Finding B: The project had the greatest impact on creating new IGA for young people potentially because their baseline conditions of being involved in IGAs were lower.

However, the Outcome Harvesting data provides important context, highlighting that while IGAs improved across all beneficiary groups, including youth, this rapid increase in youth incomes was also coupled with some unintended negative consequences. CBTs and WAYREP staff noted that the sudden rise in young people's incomes led to some youth beginning to disrespect their parents, ignore family curfews, and perceive themselves as financially independent from their families. For example, rather than eating meals at home, some young people would stay out late and purchase food from street stalls in the central business district with their newfound earnings.

This qualitative evidence suggests that while the overall increase in income generation was a positive outcome, the project implementers had to navigate the nuanced challenges that arose from young people quickly gaining greater financial autonomy and independence from their families. That said, the project did conduct tracer studies and meetings with caregivers to mitigate these risks. It is through the meetings with caregivers that the unintended effects were raised.

Finding C: Males reported higher earnings across most income-generating activities compared to females.

Potential explanations include women needing to balance home and work commitment, women more likely to be need part-time and flexible work and women reduced access to finances. The root causes for the higher

average weekly earnings for men are important to consider as the team moved into planning GEAR. The Outcome Harvesting data found that female and male social actors tended to gravitate towards occupations aligned with traditional gender norms and stereotypes (Outcome Statement 1). For example, women often opted for apprenticeships and enterprises in areas like hairdressing, bakery, and food-related businesses, while men pursued carpentry and mechanics.

This gendered clustering of career paths has important financial implications. The final evaluation suggests that these traditional gender stereotypes in vocational choices may be one plausible explanation for why women reported relatively lower income-generating activities compared to their male counterparts, despite the overall significant income gains observed in the quantitative endline assessment data. This finding highlights the need to further challenge gender norms and stereotypes, to ensure equitable access to a diverse range of income-generating opportunities for both women and men.

Finding D: Average weekly income was lower for younger social actors.

Average weekly income tended to be somewhat lower for younger beneficiaries, especially those aged 15-19 years old and somewhat lower for women than for men. For example, average weekly income for 15-19-year-old females was \$8.5 across the four sites and \$5 for males across the four sites. This is compared to an average weekly income of \$12 for females aged 20-30 years old and \$13 for males of the same age. This points to certain social, cultural and economic barriers that mean the youngest of beneficiaries are likely to earn lower incomes as for example they balance their education and part-time work, have less business experience, have less capital to invest in their businesses or have fewer socio-economic networks to draw on to access finance or business mentorship. Overall women had a slightly lower average weekly income than men, standing at \$10 on average for women, compared to \$12 on average for men. Again, this points the various social, cultural and economic factors that can enable men to earn a higher weekly income than their female counterparts. Younger people reported less average weekly income due potentially to the smaller size of their businesses, them having fewer socio-economic networks, their engagement with other activities and lower levels of business experience.

Finding E: Evidence from the quantitative endline assessment found that women and youth gained enhanced skills in business development and entrepreneurship, but young women and men aged 20-30 were significantly less likely to develop business plans compared to older women and men aged 31-45.

Overall, 77.5% females, 78.1% males demonstrated increased capability to perform economic activities, such as developing business plans, calculating costs and profits, and improving product quality and scale (Immediate Result 1.1.1). (Finding 1). Within this finding evidence shows that women aged 31-45 (81% agreed) were more likely to say they had developed a business plan than women aged 20-30 years old (63% agreed). Older men were also more likely to say they had developed a business plan; 50% of men aged 20-30 agreed compared to 100% of men aged 31-45 years old. This points to the findings that a.) older people are more likely than younger people to have developed business plans, and b.) men are more likely than women to have developed business plans. This points to the need to better support younger people under 30 with business planning skills.

Business planning was more common among older social actors and fewer younger beneficiaries had business plans in place. This points to the need for GEAR to find youth specific solutions to engage this group in business planning. A different approach may be needed to address young people's lack of business planning.

Through the Outcome Harvesting process, VSLA and YSLA members reported increases in a range of critical skills, including saving habits, budgeting, financial literacy, business planning, adult literacy, leadership, and self-efficacy.

SASA! Activists demonstrated gains in their leadership, confidence, self-efficacy, and advocacy skills. Role Model Men showed improvements in conflict resolution and advocacy abilities. Meanwhile, CBTs reported enhanced communication, coordination, advocacy, and GBV psychosocial support skills.

This broad-based strengthening of skills across various community-level change agents key to upskills change agents and social actors. However, the Outcome Harvesting process did find opportunities to strengthen the income generation skills for CBTs (Conclusion 8).

Finding F: From 2021 to 2024 women and men showed enhanced engagement in socio-economic networks. However, younger people and social actors in Omugo Settlement were less likely to participate in savings groups. That said, the increased income of South Sudanese refugees in Omugo Settlement had a protective and positive effect on their relationships with the host community.

Overall, 56.8% females and 57.1% males were active users of financial services, both formal and informal, compared to the baseline of 42% (Immediate Result 1.1.2). Further, 89% of women and 79% of men said they participated regularly in groups. However, evidence shows that younger people and those from Omugo Settlement were less likely to participate. For example, 65% of females and 57% of males aged 15-19 said they regularly take part in groups, compared to 90% of females and 80% of males for the age category 20-30 years old. Further, 68% of respondents in Omugo Sub County took part in groups, compared to higher numbers in Arua City (81%), Gulu City (98%) and Omugo Settlement (88%). There is an opportunity to reflect in GEAR on how younger people and refugees in Omugo Settlement can be supported to save, and what this means for adaptations in GEAR.

In Omugo Settlement, the Outcome Harvesting data found the change in social-economic conditions created specific differences. First, female refugees did not always feel comfortable sharing information on the amount of income they generated with their husbands, potentially due to fears of their husband re-appropriating or taking a share of their earnings. Second, male and female refugees in Omugo Settlement reported higher self-esteem and belief in themselves, which they attributed to the increased economic opportunities facilitated by WAYREP. This helped mend strained marital relationships, where men had previously felt devalued by their inability to fulfill traditional breadwinner roles. Third, the increased incomes of female and male refugees in Omugo Settlement improved relationships between the host and refugee communities. Refugees were able to enter the marketplace more, interact with the host community as consumers and producers, and rent land at fair prices, fostering a greater sense of respect and equality.

These nuanced findings from Omugo Settlement underscore the importance of tailoring interventions within GEAR to address the specific social norms, dynamics, and capital access challenges faced by refugee communities, to build on the positive impacts observed.

Finding G: The final evaluation found that in Gulu City and Arua City were female and male VSLA and YSLA members experimenting with mobile savings which tended to be safer, offer flexibility to savers and provide increased accountability and transparency.

In Gulu City, perhaps due to the high concentration of mobile money lenders, being an urban environment, and having higher levels of financial and technological literacy, social actors were able to transition towards mobile savings platforms, deviating from traditional methods such as locked boxes within VSLA members' households.

Finding H: From 2021 to 2024 all social actors showed increased confidence and self-reliance scores, but younger women still lag in their confidence.

Overall, 96.2% females and 90.5% males reported high self-efficacy, indicating increased confidence in achieving their goals despite life challenges, compared to the baseline of 75%. Younger women aged 15-19 had lower self-efficacy scores (55%) compared to older women aged 20-30 years (62%) and 31-45 years

(62%). The same data for males of different ages is hard to analyze due to there being too small a sample size within the age group 15–19-year-old males. The findings point to the need for GEAR to continue working on women’s self-efficacy, especially within younger populations where a.) baseline conditions for self-efficacy are likely to be lower and b.) various social norms can negatively affect the self- efficacy of younger women.

The quantitative endline assessment found that while overall self-efficacy and confidence increased among project beneficiaries, there were some notable disparities. Younger female social actors exhibited lower levels of self-efficacy and confidence compared to their older counterparts. Possible explanations include younger women having less prior experience in advocating for their rights, as well as the enabling environment still restricting younger women's voice and ability to speak up.

In exploring how beneficiaries became more self-resilient, the final evaluation posed open-ended questions. Beneficiaries defined six interconnected factors that contributed to their increased self-resilience: 1.) Economic empowerment; 2.) Enhanced support networks; 3.) Improved ability to utilize support networks; 4.) Raised confidence; 5.) Improved household harmony; and 6.) Enhanced emotional regulation by husbands. The findings show how beneficiaries defined resilience in specific ways that stemmed from economic empowerment and peace and harmony in the home.

Finding I: There was evidence to indicate a boost to financial management practices and savings habits. Omugo Settlement had the lowest amounts saved in VSLAs and YSLAs and this lack of access to finance limited the opportunities for South Sudanese refugees to grow their businesses.

Women and youth social actors demonstrated improved savings habits, with some transitioning from 1-2 shares to 4-5 shares in savings groups. The average savings among respondents were UGX 179,073, with variations across locations. The lowest average savings were observed in Omugo Settlement (81,610 UGX) compared to Gulu City (186,390 UGX), Arua City (210,559 UGX) and Omugo Sub County (230,667 UGX). Similarly, beneficiaries in Omugo Settlement (7%) and Arua City (9%) were less likely to have bought shares in the last four weeks compared to beneficiaries in Gulu City (23%), Arua City (9%) and Omugo Sub County (56%). The final evaluation provided strong evidence of a shift in mindsets and practices around savings. Participation in savings groups, such as VSLAs and YSLAs, fostered a greater sense of accountability among members for how they used their loans. Members felt positive social pressure within the group to follow through on their intended loan usage plans. This change in savings behaviors and norms was a key outcome of the project's focus on building financial literacy and group-based savings mechanisms (see Outcome Statement 1).

1.2: Evidence of WAYREP achieving reduced acceptance for Gender Based Violence in communities.

Finding J: There was a reduction in experiences of GBV in the last 12 months from 28% at Baseline in 2021 to 20.7% at Endline in 2024. Further, by the end line more participants were rejecting Intimate Partner Violence at the End Line compared to the baseline. The percentage of respondents rejecting Intimate Partner Violence (IPV) at baseline Value was 71.6% (65% women, 73% men), while at End-line Value it increased to: 77.1% (77.2% women, 82.8%men).

The final evaluation corroborated this trend towards a reduction in GBV, providing evidence of a more enabling environment at the individual, family, community, and household levels that reduced the acceptance of GBV (see Outcome Statement 2). Notably, the qualitative research found that the WAYREP project had shifted the conversation around GBV, moving it away from being a private, secretive, and taboo issue to one that community members could and should actively work to prevent.

Finding K: From 2021 to 2024 there was a positive shift in gender equitable social norms, in equitable attitudes and behavior towards gender roles and more equitable perspective on men's and women's rights.

Support for gender equitable norms in households has increased from the baseline value of 42% to 52% at the end-line, with 50% of women and 53.8% of men supporting these norms. The percentage of respondents with more equitable attitudes and behavior towards gender roles has increased from the baseline value of 63% to 68.2% at the end-line, with 65.9% of women and 69.2% of men exhibiting these attitudes. The percentage of men with a more egalitarian perspective on men's and women's rights and privileges has increased from the baseline value of 61% to 80.7% at the end-line.

The Outcome Harvesting data revealed significant shifts in gender-equitable social norms. As women's income-earning capabilities improved, they took on the payment of large-scale items, particularly school fees, that had previously been seen as the financial responsibility of men. This increase in women's ability to financially support their families was viewed as an easy and widely accepted pathway to greater gender equality. Furthermore, the qualitative research pointed to a shift in gender-equitable behaviors, with men taking on tasks previously deemed "feminine," such as lighting fires, water collection, and childcare responsibilities.

1.3: Evidence of WAYREP providing enhanced support to GBV survivors.

Finding L: From 2021 to 2024 there was an increased reporting of GBV, and social actors said there was more support for survivors.

Reporting of GBV cases has increased from 29% at baseline to 52.6% at end-line. Among those who reported GBV cases, 86.5% received support, an increase from 70% at baseline, with the majority of support recipients being from Omugo Sub-County, Omugo settlement, and Gulu city. The Outcome Harvesting process provided solid evidence of increased reporting of GBV because of the introduction of case conferences (see Outcome Statement 3). Additionally, the relationships and connections fostered through the case conference mechanism enabled more effective implementation of the GBV referral pathway, connecting survivors to the appropriate support services and response systems.

Finding M: By 2024 survivors of GBV were more likely to have mechanisms to express dissatisfaction with inappropriate treatment by local government or service providers.

The percentage of participants with mechanisms to express dissatisfaction with inappropriate treatment by local government or service providers has increased from 45.9% at baseline to 53.6% at end-line. The Outcome Harvesting process revealed that when survivors did report GBV they were less likely to encounter bribes along the GBV referral pathway due to increased co-ordination in the system and greater accountability from community level actors.

1.4: Evidence of WAYREP achieving increased accountability of the Government of Uganda on the implementation of relevant frameworks for women and girls' protection and rights.

Finding N: Between 2021 and 2024 women and girls across the four locations reported having increased capacity to advocate for their rights.

At baseline 29% of women and girls with capacity to engage and to claim their rights with service providers and duty bearers, compared to 69.5% at the endline.

Finding O: The project had motivated and supported the Government of Uganda and key religious and cultural leaders to adapt a range of measures to implement or strengthen relevant frameworks for women and girls' protection and rights.

The final evaluation found that the WAYREP project drove significant policy and normative changes at the local level. Specifically, two bylaws enacting the UNHCR Security Council Resolution 1325 were drafted in Arua City and Gulu City. Additionally, across the four project sites, there were local declarations prohibiting gambling, especially for youth under 25 years old, as well as declarations against alcohol consumption and sale in Gulu City and Arua City. In Omugo Settlement, there were declarations against the practice of child marriage by religious leaders, and in Arua City and Gulu City, statements were made condemning the cultural practice of Aruba. These policy and normative shifts demonstrate the project's ability to catalyze systemic changes that address harmful practices and empower women and girls.

5.2 Impact: Outcome Statements

The findings section presents five key outcome statements that were substantiated through consultations with a range of stakeholders. This includes Role Model Men, SASA! Activists, VSLA and YSLA members, government representatives, religious and cultural leaders, and WAYREP staff.

For each outcome, the following details are provided: A key statement summarizing the outcome; a description elaborating on the nature of the change and providing more detail; an analysis of the project's contribution to the outcome, rated on a scale of 1 to 5; an explanation of the type of change observed (e.g., change in roles, relationships, resources, rules or systems); an assessment of the sustainability of the change; an analysis of the extent to which the change was evident across the four sites and the number of stakeholders who provided input to substantiate the outcome statement.

Outcome Statement 1: Increased Economic Empowerment of Women and Girls: From 2021 to 2024, WAYREP's interventions in Arua City, Gulu City, Omugo Settlement, and Omugo sub-county led to a significant shift in the economic empowerment of women and youth. Women's economic empowerment, catalyzed by savings groups, business start-up kits and the apprenticeship program transformed the way women were seen by others and the way they saw themselves. This, in turn, enhanced women's status and role within the home, bolstering their confidence, voice, and agency.

Of all the outcomes harvested, the changes in economic empowerment and the subsequent effects on women's household roles and self-perception were reported by various social actors and change agents⁷ as the most significant change in their lives since WAYREP commenced its programming.

The change saw an increase in women's entrepreneurial activities, with many establishing new microenterprises or expanding their existing businesses in diverse sectors such as food, retail, livestock, and services, as reported by female and male VSLA members, SASA! Activists, Role Model Men, government representative and WAYREP staff.

Women and youth reinvest their increased earnings into productive assets and savings groups, allowing them to make substantive economic contributions to their families. This newfound financial independence enabled women to purchase high-value items like smartphones and household furniture. However, the most pronounced spending that female VSLA members mentioned was an increase in spending on school fees. Women's spending on school fees was significant as this is a responsibility traditionally associated with men. As women took on roles for these more "masculine" types of spending they gained a newfound

⁷ The outcome was reported by VSLA members, SASA! Activists, Role Model Men, government representatives, religious and cultural leaders, as well as WAYREP staff.

respect, both within their households from their husbands, children and family members and within the broader community which started to notice women's increased access to and use of financial resources.

This shift in women's economic power affected power dynamics in the household. On this point, female and male VSLA and YSLA members noted how economic empowerment had affected interpersonal dynamics in the household between husband and wife and improved the ways that couples communicated and the way that conflicts were resolved. Overall, the increased access to finance and the fact that women contributed to this had the effect of alleviating the stressors of poverty and elevated women's position in the home.

As women's role grew in the economic sphere so too, they reported that husbands became more open to take on some traditionally "feminine" work such as looking after the children, lighting the fire or collecting water. The change in men's openness to perform these tasks was linked to both women's newfound economic role (e.g., IGAs) and to the household dialogues that reflected on the win-win situation when household members share responsibilities more equally.

It is important to note that these changes in gender norms through women's economic empowerment were seen as a less threatening changes in traditional gender roles and responsibilities than targeting other social norms such as housework or childcare. By shifting women's economic roles and responsibilities it became easier for men to take more "sticky" or strongly held social norms, such as childcare or household. There is evidence to show that by bringing women more into the economic sphere this enabled a change in other social norms and enabled men to become more open to take on traditionally "feminine" tasks such as water collection, lighting the fire or looking after the children.

Project's Contribution: A key driving factor that led to an increase in livelihoods as an outcome of WAYREP was the creation of new *savings groups* or the bolstering of existing groups which were joined by MPCT beneficiaries, SASA! Activists and Role Model Men. These savings groups served as the central hub for economic and social activities where relationships were built and strengthened and where social capital increased (see Outcome Statement 5). Although financially important, it was the social side of the savings groups, facilitated by WAYREP that created the motivation, drive and accountability needed for women and youth to change their business practices and savings habits. This public and social accountability helped VSLA and YSLA members increase their savings value, repay loans on time, and crucially increase their accountability to invest in the stated purposes for which they had saved. The savings groups were also a pipeline through which beneficiaries heard of and could access other *training* and support, be it directly through WAYREP funded activities (e.g., training in business planning, basic literacy and financial literacy training) or through non-WAYREP training (e.g., government training programs)

Another key WAYREP activity that contributed to women's and youth's economic empowerment was the business *start-up kits*. Within this activity WAYREP provided micro-enterprises with an in-kind cash injection that would help beneficiaries to start-up a new business venture. For example, sewing machines, mechanic toolboxes or salon hairdressing kits were provided at no cost to beneficiaries and were a way to remove the business start-up costs that frequently prohibit women and youth from starting a new business venture. VSLA and YSLA members attributed these business start-up kits with enabling women and youth to access capital in-kind to establish their business.

Another key activity that led to Outcome 1 was the *apprenticeship training* program. Through this on-the-job training women and youth received up-skilling in a specific sector such as hairdressing, motorcycle mechanics or catering. VSLA and YSLA, Role Model Men members and CBTs made two key observations about the apprenticeship training. First, the apprenticeship trainings were considered by CBTs, Role Model Men and male and female VSLA and YSLA members to be too few and far between. Second, the

apprenticeship trainings were seen as a high-value WAYREP offer that was in high-demand. The apprenticeship training was also seen as the most sustainable IGA pathway.

Importantly, these livelihoods interventions were coupled with gender *discussions groups* on gender equitable social norms, redistribution of power and resources in the household. The inclusion of these discussions had a significant impact on the outcome in mitigating the unintended consequences that can come with Women's Economic Empowerment (WEE). On this point, there is significant global and national evidence from Uganda⁸ to show that simply increasing women's incomes can lead to a backlash and unintended consequences. Unintended consequences in other programs have included a re-appropriation of women's income by male gatekeepers, or women losing control over decision making power (e.g., deciding how to spend the income they earn). Within WAYREP, given the persistent social norms (See evidence of challenges that are still persistent) and high levels of poverty and inequality (see background to women's rights in Uganda) there was risk that male gatekeepers such as husbands, fathers or parents-in-law would step into control women's income stream. This risk was addressed in the WAYREP ToC (see page 26), specifically through Results Area 1-3.

When probing on the unexpected negative consequences the team of harvesters did not find any direct mentions of increased GBV risk because of women's income earning capabilities. However, the evaluation team did find some men stepped back on their financial/economic roles when their spouses stepped forward to support them on fulfilling these roles. It was reported that in cases where the men were involved in drinking alcohol, women's stepping up to some of the household economic responsibilities meant that some of these men had some more money to spend on alcohol. This, however, was noted to have been the case for relatively few households. This was reported across all project sites by different participants including the social actors (men and women), some local leaders and the project team.

Though increased GBV risk was found related to other activities (see Outcome Statement 2), women IGAs was not found to have led to an increased risk of GBV. Similarly, women did not report the IGAs as an additional burden to their workload.

The final evaluation found that women's economic empowerment did translate into women having decision making power over how to spend the income. There were a limited number of instances in Omugo Settlement in which women reported concern that their husbands will control or reappropriate their income. In these cases, women did not feel comfortable disclosing the full value of their savings to their husbands for fear that men would take control over spending decisions. That said, outside of this example, the remaining discussions with 66 women from Arua City, Gulu City and Omugo Sub County did not reference these concerns and instead provided examples of increased trust between husband and wife and joint sharing over financial decisions. For example, in Arua City and Gulu women noted how husbands gave them their ATM card to use or reminded them of upcoming savings groups meetings and financial contributions. Other beneficiaries in Gulu City noted how they reinvested the profits from their WAYREP business to support their husbands open a shop.

Contribution Weighting: 5/5⁹

⁸ Oxfam, (2019), Women's Economic Empowerment in Uganda; International Development Research Centre, (2020), Evaluation of the Women's Entrepreneurship Program in Uganda.

⁹ The contribution weighting reflects on the extent to which the evaluation team, social actors and change agents attributed the project's contribution to the outcome. Where the project is very strongly attributed to the change the contribution ranking is 5/5. Where participants believed there was a very weak contribution the contribution ranking was ranked at 1/5. A contribution weighting of 3/5, 4/5 or 5/5 should be interpreted as fair, strong to very strong contribution of the project to the outcome. Where

Type of change: The change to women's and youth's economic empowerment changed women's *role* and brought them more into the economic sphere. Changing women's economic role affected their *relationship* with their spouse. Husbands no longer saw their wives as financially dependent but as a financial provider. As women stepped into this new financial role, they were able to transform their relationships with their husbands who started to see them more as equals, and less as economic dependents. The change affected *resources* in the household as families became less preoccupied with paying for daily and basic need, and could focus more time, energy and resources into investing into long-term assets. The projects' initiatives on economic empowerment also changed the *rules* and *system* and went toward de-gendering IGA.

Sustainability of the change: There was evidence from female VSLA and YSLA members in Gulu City and Arua City to suggest that neighbors who were not WAYREP beneficiaries had noticed the changes in income and the positive relationships between spouses and had started to crowd in and copy their neighbor's behavior, primarily by becoming members of savings groups and through starting to save regularly.

Evidence Across locations: The change was observed across all four sites – Arua City, Gulu City, Omugo Settlement and Omugo County. Seven types of social actors and changes agents from the impact group, stakeholder and implementors substantiated the outcome; this included substantiation from Role Model Men, VSLA and YSLA female and male members, SASA! Activists, CBTs, religious and cultural leaders, government representatives and WAYREP staff at CARE Uganda, CARE Austria, THRIVEGulu and CEFORD.

Number of Substantiators: In total, 139 substantiated the outcome statement.

Outcome Statement 2: By March 2024, communities of Arua City, Gulu City, Omugo Settlement, and Omugo sub-county experienced a significant shift in their attitudes towards GBV. The once-pervasive acceptance of GBV as a private and shameful issue has given way to a more open and public discourse, with community members more readily stepping in to address GBV within households. The change was driven by five key factors: 1.) *Increased dialogues* within households opened conversations, enabling couples to recognize the mutually detrimental nature of GBV; 2.) *Women's enhanced voice* and agency emboldened them to stand up against GBV, both as individual survivors and by intervening in neighboring households experiencing violence and *Male Change Agent training* gave men the skills to address GBV among neighbors and peers; 3.) *Improved respect* for women, largely due to their newfound *economic roles*, shifted the power dynamics within households, shifting women away from dependency and towards greater gender equality; 4.) *The increase in power-sharing* and joint decision-making further strengthened women's position as equals in the household and finally 5.) *The reduction in alcohol sale, consumption, and acceptance* decreased the triggers for GBV incidents.

These five factors are explored in more detail below:

Increased dialogues and discussions in the home: An important factor that female VSLA and YSLA members

said was key to creating a reduced acceptance of GBV was the presence of increased communication, dialogues and discussion in the home. Female VSLA and YSLA members commented on there being increased “harmony” and “peace in the home,” a reduction in conflicts and reduced separation and divorce among couples. This ability to resolve disputed peacefully meant GBV was less likely to occur. Within this

the outcomes score 3/5 there was either a.) not enough evidence to substantiate a stronger outcome weighting, or b.) a complex web of factors that led to the change, for example lobbying and advocacy by other INGOs and CBOs.

female VSLA and YSLA members observed an increase in the *quantity* of dialogues between husband and wife (e.g., there more frequent conversations between couples on important topics such as how to spend the money saved in a VSLA, how to generate money for school fees) and an increase in the *quality* of dialogues (e.g., more open communication).

Enhanced women’s voice: The changes in women’s confidence, self-efficacy, self-esteem, power, voice and ability to speak out enabled them to speak out against GBV, both in their homes, and as advocates for other women. On this point, female VSLA and YSLA members reflected on their previously low levels of confidence, lack of voice, self-silencing behaviors, “inability to speak,”¹⁰ lack of “emotional” strength¹¹ and lack of ability to “talk freely.”¹² Female social actors reflected on how the savings groups had “removed their fear” of discussing GBV and enhanced their ability to “stand up for themselves.”¹³ On the relationship between confidence and reductions in GBV female social actors make the following assertions:

“This project has helped me a lot. I had a low self-esteem and no confidence at all before joining and even talking used to be very hard for me but now as I speak my confidence is on another level and my self-esteem is now high. For example, in my household I did not have a say on anything once my husband has spoken whether he was right or wrong it would be final but now that I was taught to communicate properly, I now know how to humbly suggest, and this is working out for us, and we even now share household chores and other things.”

“WAYREP as a project has helped us to reduce it (GBV) because now the women are able to stand up for themselves, and they are able to involve us if anything is getting out of hand and this has helped to build our relationship among each other and now we know each other which is a great thing. And we as change agents and women activists have even become celebrities in our communities.”¹⁴

Increased respect for women: An unequal power hierarchy in the home (e.g., women as dependent, having low skills, no economic contribution, no voice) was, prior to WAYREP strongly associated with an increased acceptance of violence. On this a group of 18–30-year-old Role Model Men from Arua City put it like this:

“It used to be that when you get problem with your wife you beat her because woman are supposed to be under the man but now if you beat your wife anybody can come and say to you beating is not the way.”¹⁵

Enhanced power sharing and joint decisions making in the household: Social actors referred to the increased levels of power sharing in the household that resulted from WAYREP interventions and linked this power sharing to the creation of a more balanced home environment that went hand in hand with a reduced acceptance and likelihood of GBV. On this point, social actors in Omugo Settlement made the link between joint decision making, joint savings and harmony in the home:

“Following the trainings we receive from the project, we can now make joint decisions in the household, joint savings, and there is more peace in the homes.”¹⁶

¹⁰ 04. 16.03.2024 FGD with women activists and change agents, Pece Vanguard, Gulu City.

¹¹ 04. 16.03.2024 FGD with women activists and change agents, Pece Vanguard, Gulu City.

¹² 18. 18.03.2024 FGD with CBT, Arua City.

¹³ 04. 16.03.2024 FGD with women activists and change agents, Pece Vanguard, Gulu City.

¹⁴ 04. 16.03.2024 FGD with women activists and change agents, Pece Vanguard, Gulu City.

¹⁵ 14. 17.03.2024 FGD with men, 18-30 years, Arua City.

¹⁶ 45. 20.03.2024 FGD with women 31-45, Omugo Sub County.

Reduced alcoholism: Role Model Men reported a reduction in alcohol consumption and in moving away from the sale of alcohol in the shops they owned. On this point, Role Model Men in particular references the negative consequences, “bad behaviors” and ways that alcohol consumption exasperated and fueled GBV in the home.

Project’s Contribution to a Reduction in the Acceptance of GBV:

VSLA and YSLA members, Role Model Men, SASA! Activists and CBTs reported that WAYREP had contributed to a reduction in the acceptance of GBV through the following: 1.) Role Model Men and SASA! Activists organized *gender discussion groups* of around 8-15 participants. These discussions focused on conflict resolution, the damage experienced by GBV (for the survivor, perpetrator, and children) and specific triggers to GBV, such as poor communication and alcohol consumption. Importantly, they were also attributed to a specific message that resonated with the community – that GBV was a lose-lose situation. This insight is important as it shows that messages that did not blame the perpetrator were openly received and helped to facilitate dialogue around GBV. 2.) Model Men and SASA! Activists worked with neighbors and community members who were experiencing GBV on a couple’s basis in which they facilitated *household dialogues* between the couple. Both Model Men and SASA! 3.) Activists engaged peers in ad hoc and *informal discussions* around GBV on the street, in the marketplaces, at local food stalls or when taking motor bike taxis around town. 4.) Further, Role Model Men organized *Male Action Groups* (MAGs) in Gulu City to target neighboring men with message on GBV. A group of Role Model Men in Gulu City expressed point 3 (informal discussions) in detail:

“Young girls used to be harassed by the male youth e.g., Boda Boda (motorbike taxi). Drivers liked to lament on the girls and say things like “aaah this girl has big bums, this girl has good body,” and this made the girls feel afraid. We as SASA! through the project, concentrated on sensitizing these young males Boda Boda drivers to value the young girls and stop doing what they are doing. We told them they we will report them to the authorities and now they’ve stopped doing this.”¹⁷

Further, SASA! Activist spoke of how couples dialogue had given coupled new skills and reduced the acceptance of GBV:

“There are very many cases (of GBV) I can talk about. For example, my neighbor beat his wife and put a two-month-old baby under the bed it took us time to have this man get the baby from under the bed, but he eventually did and this couple was able to receive help from CARE immediately and I attribute all that to WAYREP for all the teachings.”¹⁸

Another FGDs with change agents from Omugo Settlement confirmed that the structures established by CARE had helped to fight GBV:

“CARE CEFORD or WAYREP greatly contributed to the reduction of GBV cases through the engagement of role model men, and we strongly agree with that outcome because the structures instituted by the project like SASA, RMM, CSAGs, CBTs, CBF helped in the fight against GBV.”¹⁹

Alternative explanations and plausible external factors that would have affected a significant reduction in the acceptance of GBV including changing mindsets on acceptance of GBV post-Covid-19 in the light of pregnant mothers being allowed to return to school and the heightened media coverage that this topic received in Uganda in 2021 (see background). While the enabling environment was favorable to lead to

¹⁷ 02. 16.03.2024 FGD with SASA! Activists and Role Model Men, Gulu City.

¹⁸ 04. 16.03.2024 FGD with women activists and change agents, Pece, Vanguard, Gulu City.

¹⁹ 60. FGD with other stakeholders, Omugo Settlement.

reduced acceptance of GBV there were no local initiatives across the four sites other than WAYREP that focused on reduction of GBV.

Contribution Weighting: 5/5

Type of Change: Women took on a new *role* as income earners that bought them respect in the household, leading to greater equality, SASA! Activists, Role Model Men and CBTs also took on new *roles* and started to intervene in case of GBV. *Relationships:* between women and men were strengthened, there was more harmony and power sharing due to WAYREP activities on couples' dialogues and improved couples' communication. *Resources:* A reduction in poverty improved relationships as there were fewer economic stressors in the household that can trigger GBV to occur. *Rules:* WAYREP's Role Model Men were crucial in setting the tone and demonstrated positive masculinities (e.g., challenged GBV at different levels from street-based sexual harassment to GBV in the home).

Systems: The system used to deal with address GBV was overhauled (Outcome Statement 3) and this helped put greater emphasis on GBV as a criminal issue, rather than a personal matter which intern re-framed how GBV was perceived by the community.

Sustainability of the change: Factors contributing to sustainability of Outcome 2 include the structures that have been built through the project, namely the Role Model Men, SASA! Activist and CBTs. Main threats to sustainability include: 1.) Members of these new structures often being young, highly mobile, and likely to re-locate for work or marriage; 2.) Role Model Men experiencing significant pressure to conform to social norms (see sustainability section); 3.) Role Model Men being undermined in their efforts through various factors such as accusations that they were sexually interested in neighbors' wives (Outcome Statement 5.2) or that the work they were doing was "women's work."

Evidence Across locations: The change was observed across all four sites – Arua City, Gulu City, Omugo Settlement and Omugo County. Seven types of social actors and changes agents from the impact group, stakeholder and implementors substantiated the outcome; this included substantiation from Role Model Men, VSLA and YSLA female and male members, SASA! Activists, CBTs, religious and cultural leaders, government representatives and WAYREP staff at CARE Uganda, CARE Austria, THRIVEGulu and CEFORD.

Number of Substantiators: In total, 139 substantiated the outcome statement.

Outcome Statement 3: Since 2022, the communities of Arua City, Gulu City, Omugo Settlement, and Omugo sub-county have undergone a significant transformation in their approach to addressing GBV. Religious and cultural leaders have put an end to the harmful cultural practice of Aruba and shifted their response from dealing with GBV internally within the community to making referrals to the formal justice and health systems. The shift in approach has been driven by several key factors, including *strengthened interpersonal relationships* among the various actors within the GBV referral system, including religious/cultural leaders, police, and health providers; The creation of a *new case conference system*, which has improved coordination and collaboration in handling GBV cases and **Increased knowledge and understanding among community members about GBV as a *criminal offense*, rather than a private or cultural matter.**

These points are discussed in detail below.

New referral pathways used by religious and cultural leaders: Religious and cultural leaders had moved from dealing with GBV cases internally to using a new referral pathway that flowed from the village level to GBV service providers and the police at the parish and police post. In Arua City the change from cultural and traditional ways of handling GBV led to a cessation in the cultural practice of *Aruba* whereby the GBV

survivors is “cleaned” for reporting and violence and a curse is placed on her children that can only be lifted after the survivors had paid a financial sum usually in the form of two goats to religious and cultural leaders for performing cleansing rituals.

Cultural and religious leaders moved away from seeing GBV as a private and shameful matter: Cultural and religious leaders shifted away from the beliefs that domestic violence was a “family matter” or something to be handled by cultural leaders, but rather a *criminal matter* that should be referred to and handled by the authorities. Overall, there was a change in the way GBV was conceived and it was no longer seen as something to “keep quiet about” or a personal issue to handle behind closed doors.²⁰ One legal partner in Arua City commented on how reporting GBV had become less taboo over the last two years:

“In Arua, many women would be victimized, would be affected by GBV but would be silent. Many chose to be silent and suffer. But for the two years I have stayed in Arua there has been a lot of change, people have learnt to understand that GBV is something they should not tolerate. People (previously) considered it taboo to report a case against your husband.”²¹

A group of female substantiators from Omugo Settlement furthered this point. They noted how the silence around GBV had been broken and this marked an important point in reducing acceptance of GBV:

“WAYREP has made GBV cases reduce. Those days we would keep quiet when we were beaten by our husbands because we were fearing the risk of being divorced. But these days because of the constant trainings by WAYREP on the dangers of GBV we can stand strong and speak out about the violence.”²²

Further, Case Conference partners in Arua City reflected on how the cultural practice of Aruba had come to an end over the last few years, reflecting how older cultural norms impact women’s safety and what that transformation looks like:

“People were not reporting cases of GBV because of the Aruba cultural belief that if you report the person, you’ll have a bad omen in your family. But I have seen that because of the involvement of the Lugbara traditional and cultural leaders, they have preached about the myth of Aruba. People are now reporting. That’s why you see the number of cases has constantly increased over the years.”²³

Other Case Conference workers in Omugo Sub County reflected on how the GBV referral pathway had been built and gave survivors an opportunity to:

“The mindset of women and youth has changed greatly in their community, for example community conflicts used to be handled by cultural leaders but now there is awareness in survivors to report cases to police, health centers.”²⁴

Finally, discussions with the legal partner in Arua City commented on how the Lugbara Kari Institution were key in acting against the myth of Aruba and how this had both improved reporting pathways and support for survivors of GBV:

²⁰ 14. 17.03.2024 FGD with men, 18-30 years, Arua City.

²¹ 23. 19.03.2024 KII with legal partner, Arua City.

²² 62. 04 FGD with women, 31-45- years, Omugo Settlement.

²³ 24. 19.03.2024 FGD with Case Conference Partners-Royal Crane Resort, Arua City.

²⁴ 43. 19.03.24 FGD with case conference workers, Omugo Sub County.

“The involvement of local leaders in this whole thing was key because we have this strong Lugbara Culture and having the cultural leaders to explain these aspects to the community was very important. I will repeat this Aruba custom, the Lugbara Kari Institution they came up with the pronouncement 25 points and more. The pronounced said that Aruba is a myth so people should freely report cases. They still tell you that they don’t believe this until the Lugbara Kari comes to tell them.”²⁵

Project’s Contribution to increase support for survivors of GBV

The project's efforts to *sensitize community leaders* on the legal dimensions of GBV and the importance of referring cases to the proper authorities were key factors in driving this change in perspective. The project provided information on how handling GBV cases internally through cultural practices (e.g., Aruba) could be seen as obstructing the law, which could lead to prosecution of the leaders themselves. Additionally, the emphasis on GBV as a criminal offense, rather than a personal or domestic matter, was instrumental in shifting the leaders' mindset. The established of a working alternative to traditional ways of handling GBV cases, namely, the creation of the *case conference system* was instrumental in creating the change. Finally, through *one-to-one engagement* from CEFORD and THRIVEGulu, with cultural and religious leaders and the involvement of these leaders in *case conferences* WAYREP was able to create a mind-set shift in how GBV cases were responded to. Importantly, the case conferenced system was not only a way for survivors to seek justice, but also worked in *building the skills and capacity* of different actors in GBV referral pathways.

Contribution Weighting: 5/5

Type of Change

Roles: The establishment of case conferences changed the role of different actors and gave greater decisions making power and authority to formalized GBV structures tasked with case management. For example, GBV Officers, the Police and the Legislature gained a more substantial role while traditional and religious leaders such as the Lugbara Kari Institution in Arua City and religious and cultural representatives in Gulu City, Omugo Settlement and Omugo Sub County changed their role. These cultural and religious leaders still maintained significant influence and an important role in elevating case but were no longer involved in proceeding over these cases. *Relationships:* By establishing case conferences new intra-personal relationships were built between the change agents along the GBV referral pathway. These relationships proved important; they enabled religious and cultural leaders to make referrals more readily and these new relationships enabled greater familiarity among the different actors, making it easier to approach them with new cases. Case conferences were key in building referral pathways but also vital in developing trusting working relationships between actors. *Resources:* WAYREP enabled survivors of violence with specific resources such as food relief, emergency shelter in Arua City or Gulu City and transport payments to access police posts and hospitals. These financial resources as well as the changed to the enabling environment (e.g., increased confidence of survivors, institutional backing from cultural and religious institutions) made it possible for survivors to testify. Further, WAYREP enabled religious and cultural leaders with financial resources (e.g., payment of transport) to attend case conferences and provided free training on GBV. *Rules:* By working at the source of GBV referrals (religious and cultural leaders) and popularizing case conference, WAYREP communities established new *rules* in dealing with GBV cases. *Systems:* At a systems level the new referral pathway, established through case conferences created an interconnected tissue between actors that had previously not been connected and created a formalized system for reporting.

Diagram 1: GBV case response prior to WAYREP

²⁵ 23. 19.03.2024 KII with legal partner, Arua City.

GBV case response prior to WAYREP	Pathway 1: Survivors seeks help and justice from cultural or religious institution.	Cultural or religious institution handles the case within the community.
	Pathway 2: Survivors seeks help and justice from the police.	Potential for corruption and requests for bribes for case to be progressed.

Diagram 2: GBV case response prior after WAYREP

GBV case response after WAYREP	Pathway 1: Survivors seeks help and justice from cultural or religious institution	Cultural or religious institution refers to local police post	Police post refers to GBV officer and escalates case	Case conference established to deal with the case
	Pathway 2: Survivors seeks help and justice from the police	Police refers the case to GBV officer and escalates the case		Case conference established to deal with the case

Sustainability of the change:

Factors that contribute to sustainability include the fact that the case conference model has been tested and run now for three years in the four locations. This means the systems has had time to adapt and respond to suggestions from partners. Personal and professional relationships have been developed making it easier to make referrals. Finally, knowledge of GBV and how to respond has been built through different partners participating in the case conferences. The main factors that threaten sustainability is the financial assistance provided along the GBV referral pathway that has enabled case conferences to take place and that has supported GBV survivors to testify.

Evidence Across locations: The change was observed across all four sites – Arua City, Gulu City, Omugo Settlement and Omugo County. Seven types of social actors and changes agents from the impact group, stakeholder and implementors substantiated the outcome; this included substantiation from Role Model Men, VSLA and YSLA female and male members, SASA! Activists, CBTs, religious and cultural leaders, government representatives and WAYREP staff at CARE Uganda, CARE Austria, THRIVEGulu and CEFORD.

Number of Substantiators: For the practice of Aruba, 78 substantiators from Gulu City and Arua City validate the outcome. For the change in approach to handling GBV, 139 substantiators validate the outcome.

Outcome Statement 4: From 2022 to 2024, government officials, religious leaders, and cultural authorities in Arua City, Gulu City, and Omugo Settlement took local action to create a more enabling environment for the protection of women's and girls' rights. Government representatives, supported by Community-Based Trainers (CBTs), SASA! Activists, and Role Model Men achieved several significant changes at the local District and Parish level: 1.) Two new bylaws were drafted in Arua City and Gulu City aimed at safeguarding the rights of women and girls; 2.) Essential GBV services were allowed to continue during the COVID-19 pandemic; 4.) Public declarations against the harmful practices of child marriage and gambling were made by religious and cultural leaders

and 5.) Religious and cultural leaders supported vulnerable citizens to claim their ID cards that had been held by money lenders due to defaults on loan repayments.

These changes are outlined below:

Case 1: Local Action Plans on UNHCR Resolution 1325

The localization of the UNHCR 1325 framework into a legally binding local by-law is a significant achievement, as it ensures that the principles and commitments of this important resolution on women, peace, and security are integrated into the local governance and policy frameworks of these cities. This is a crucial step towards the practical implementation and enforcement of UNSCR 1325 at the community level.

Table 11: Stage of Enforcing the WAYREP Inspired 1325 By-Law in Gulu City and Arua City

Stage	What is involved	Status
Stage 1: Local Government Councils	By-laws 1325 was initiated and approved by Local Government Councils in 2023	Passed
Stage 2: Local Government Councils	Draft By-law 1325 was presented, debated, and approved by the Local Government Council	Passed
Stage 3: Attorney General	By-law was sent to the Attorney General for certification in March 2024 to ensure consistency with the Constitution and other laws	Awaiting approval
Stage 4: Prime Minister	The certified by-law 1325 will be forwarded to Honorable Raphael Magezi, the Minister for Local Governments for final approval.	-
Stage 5: Publication and Enforcement	The By-law 1325 will be published and becomes enforceable and legally binding.	-

Project’s contribution: WAYREP supported the Local Council and the Mayor to draft the two Bylaws. Close work with these actors through one-to-one meetings and sustained relationship building over the past five years helped to build trusting working relationships where partners and government representatives could come together to enacted two Bylaws.

Type of change: The outcome represents a change at the *systems* level with the upcoming enactment of new frameworks on the protection of women’s and girl’s rights.

Contribution Weighting: 4/5

Sustainability of the change: Strong endorsement from the Mayor and the Local Councils in both locations are evidence that once the LAP is approved by the Prime Minister it will become enforceable and legally binding.

Factors that threaten sustainability include: The main threat to sustainability lies in the enforcement of 1325. Lack of police personal and resources at the district level mean the main challenge will lie in enforcing the LAP. While capacity has been built change agents noted these sustainability challenges: 1.) *Capacity Building:* Training and workshops are conducted for local government officials, civil society organizations,

and community members to raise awareness about LAP 1325 and enhance their capacity to implement the plan effectively; 2.) *Monitoring and Reporting*: The Ministry of Gender Labor and Social Development (MGLSD), in collaboration with local governments and civil society organizations, regularly monitors and reports on the progress of LAP 1325 implementation at the local level. In GEAR this will be important to identify challenges, best practices, and areas for improvement.

Evidence Across locations: The Bylaw was drafted in Arua City and Gulu City.

Number of Substantiators: A total of 73 substantiators in Arua City and Gulu City.

Case 2: In 2022, a new police post was established in Pangisa Ward in Arua City.

The location was previously known as a hotspot for sexual violence after 7 pm and a “big insecurity zone, a place where gang robbers operated and where rape cases were common.”²⁶

Project’s contribution: CBTs and community members lobbied the local police to create a new police post. While WAYREP brought together CBTs and community members and facilitate links with the police it is not clear that WAYREP directly led to this change and that the change would not have taken place without WAYREP.

Type of change: A change was seen in the *resources* allocated to create and staff a new police post.

Contribution Weighting: 3/5

Sustainability of the change: Removal of resources would threaten the change as would a reduction in staffing. However, as the change was solidly driven by the community social pressure and demand for the police post remain drivers of sustainability.

Evidence Across locations: Pangisa Ward or Arua City.

Number of Substantiators: this change was not substantiated.

Case 3: Change in local and cultural leaders’ attitude and practice about child marriage.

In Omugo settlement, Islam is the dominant religion among the refugees from South Sudan. Respect for Sharia Law is high, yet this contradicts with national and international laws on child marriage. Under the Sharia law, child marriage is acceptable considering that girls that have started menstruating are considered to have grown up and thus marriage candidates. Religious leaders preside over such marriages. Some of the religious leaders also combined as Refugee Welfare Councils members (a leadership structure in Uganda’s refugee settlements). This gives the religious leaders power and status not only as custodians of the sharia law but also as local leaders.

Project’s Contribution: This project deliberately engaged these structures (the religious leaders and the Refugee Welfare Councils, sensitized them about: a) protection of adolescent girls against sexual violence; b) national legal provisions about child marriage; c) the fact that in Uganda, the national laws take precedence over sharia law; and d) the crime of child marriage and the penalty it attracts. Such engagement influences a shift in religious and local leaders’ attitude towards child marriage.

²⁶ WAYREP staff KII A.

Type of change: A shift in *systems* was observed as religious and cultural leaders spoke up against the practice of child marriage.

Contribution Weighting: 4/5

Sustainability of the change: Child marriage can be a negative coping strategy and a way for parents to receive a financial payment, or dowry on the marriage of their daughter. This financial incentive can undermine the work of religious and cultural leaders when refugee communities continue to experience poverty. Further, social norms can persevere even outside of the directives of community gatekeepers. That said, the duty bearers who brought about the change remain respected members of their community and hold significant influence over the behaviors of their communities.

Evidence Across locations: Observed in Omugo Settlement.

Number of Substantiators: Observed by 36 substantiators.

Case 4: Reduced involvement of youth in gambling

Gambling, predominantly sports betting is a common practice among male and female youth. As per the Lotteries and Gaming Act, 2016, gambling is acceptable to adults aged at least 25. However, the practice is that even children below 18 do gamble partly due to weak enforcement mechanisms but also limited community sensitization about the dangers of the practice. For instance, it is a predictor of GBV since some young men spend all the earnings and sometimes even the women's income in gambling. In some cases, they steal their partners' money to gamble. For the relatively young people, gambling complicates their relationship with their caregivers since some bet their school fees and/or family income.

Project's Contribution: This project contributed to sensitizing the targeted communities and in particular young people about gambling. It further helped some of the affected youth to reconsider other dignified livelihood activities as alternatives to gambling and offered alternative IGAs such through *business startup kits* and *apprenticeships*. The project further helped young people understand that there is a national law against gambling by children and youth below 25 years. Role Model Men were especially likely to report a reduction in gambling and increased sensitization on the issue. While WAYREP no doubt contributed to this outcome, especially among youth men, the group it effects the most, other contribution factors were at play. These include the relatively recent Gambling Act mentioned above and the sustained effort by other CBOs and INGOs to reduce the level of gambling in Terego and Gulu.

Contribution Weighting: 3/5

Sustainability of the change: Poverty and social pressure especially for young men risk derailing the change. However, the continued pressure from WAYREP change agents and local CBOs and INGOs are contributing factors towards sustainability.

Evidence Across locations: Observed in Arua City and Gulu City.

Number of Substantiators: The outcome was not substantiated.

Case 5: ID cards as collateral deposited with money lenders

In Gulu City and Arua City, the unmet need for credit among vulnerable youth, women and men pushed them to seek credit from money lender, authorized and unauthorized. Some of the money lender required that the borrowers deposit their national identity cards (IDs) with them as collateral. In other cases, the money lenders confiscated the national identification cards of borrowers who were unable to financially repay their high-cost loans. This meant that over the period during which the borrowers had deposited their ID cards with the creditors, they could not access services that are only accessible with a national ID card.

Project’s Contribution: The project learnt of the rights violation of its beneficiaries and engaged with responsible local authorities. The project officers, CARE International in Uganda staff and the community-based structures in the respective project locations made a deliberate effort and engaged the Resident District/City Commissioners, District/City political leadership and Division leadership on this issue. These representatives engaged with the money lenders and made it clear that it was illegal to use a National Identity card as collateral. The result ended in beneficiaries receiving their ID cards and new payment terms being reached for the repayment of loans.

Additionally, the project’s VSLA component and the multipurpose cash transfer helped to offer the vulnerable women and youth alternative sources of credit with reasonable terms including affordable interest rate as well as social capital, one’s savings as collateral

Type of change: A change in *system* was seen where money lenders could no longer take ID cards as collateral.

Contribution Weighting: 5/5

Sustainability of the change: The change was driven by local representatives and initiated by WAYREP beneficiaries. Social pressure and a new status quo for money lenders has been set.

Evidence Across locations: The change was observed in Arua City and Gulu City.

Number of Substantiators: A total of 73 substantiators in Arua City and Gulu City.

Additional Outcomes Harvested

The below table lists the additional outcomes that were harvested:

Table 12: The 30 Outcomes Harvested

Results Area	#	Outcome Statement
Results Area 1: Improvements in Livelihoods	1.1	Women and youth started new microenterprises (OS1)
	1.2	Women and youth invested in productive assets - smart phone, building materials, businesses (OS1)

	1.3	Women gave their husbands money to start a new business - e.g., shop.
	1.4	Women and youth's savings increased for participants in VSLAs and YSLAs.
	1.5	Non-WAYREP beneficiaries started crowing-in and joined savings groups (OS1)
	1.6	Women increased their confidence, agency and voice (OS1)
	1.7	Women used VSLA's and YSLAs as a way to develop leadership skills (OS1)
	1.8	Men took on some more housework as women's income increased (OS1)
	1.9	Women's literacy allowed them to support their children with homework
	1.1	Women's literacy allowed them to follow religious teachings more independently
	1.11	Women's literacy enabled them to read medical prescriptions on their own
	1.12	Husbands showed more trust of wives and gave them their ATM cards to use.
	1.13	Religious and cultural leaders targeted money lenders and demanded they return the ID cards of lenders who have not repaid their loans (OS4)
	1.14	Relationships between the host community and refugee community improved in Omugo Settlement when refugees gained economic power.
	1.15	There was more peace and harmony in the home as women became financially empowered.
Results Area 2: Reduced Acceptance of GBV	2.1	The way communities conceived of GBV shifted from seeing it as a personal issue to seeing it as a criminal issue.

	2.2	Reduced spending on gambling and a change in the social acceptance of gambling among some men (OS2)
	2.3	Men in Omugo Settlement and Omugo Subcounty, together with cultural and religious leaders, intervened to prevent child marriage (OS4)
	2.4	Women and men felt more powerful and equipped to challenge GBV in neighbours' homes.
Results Area 3: Enhanced Support for Survivors of GBV	3.1	Case Conferences enabled a new system for dealing with GBV cases (OS3)
	3.2	Case conference partners built their skills during case conferences (OS3)
	3.3	Actors along the GBV referral pathway built their intra-personal relationships making referrals easier (OS3)
	3.4	Reduced corruption along the GBV service pathway in the public system (OS 3)
Results Area 4:	4.1	UNSCR 1325 was localized in Gulu City and Arua City and awaiting certification from the Attorney General (OS4)
Enhanced Capacity of the Government of Uganda	4.2	WAYREP staff and Care Uganda lobbied the Government of Uganda to provide GBV services during the COVID19 pandemic lockdown.
	4.3	Stakeholders and Arua and Terego are creating gender aware frameworks and legislation (OS4)
	4.4	SASA! Activists and Role Model Men advocated for secure land rights for married women and widows on an individual basis.
	4.5	A new police post was set up in an effort to address community safety and security and prevent potential sexual violence in Arua City (OS4)
Unexpected	5.1	Some men stepped back from IGAs as their wife took on this role
	5.2	Role Model Men were accused of being sexually interested in the wives of their neighbours

5.3 Impact: Self-reliance and Economic and Social Resilience

2.2. Evaluation Question 3. Based on the project participants' perspectives, did the project contribute to increasing self-reliance and economic and social resilience among women and youth so that they experience less GBV?

Outcome Statement 5: By March 2024, members of Village Savings and Loan Associations (VSLAs) and Youth Savings and Loan Associations (YSLAs), SASA! Activists, and Role Model Men had developed six areas that they reported increased their self-resilience and economic and social resilience. These areas were building of economic resilience, improved social networks, increased ability to draw on peer networks, enhanced confidence, voice and self-belief, improved harmony in marital relationships and enhanced emotional regulation.

- 1.) **Economic resilience:** The VSLAs savings and the small enterprises that project beneficiaries have been able to start using VSLA loans and multipurpose cash transfers offer a safety net to the project beneficiaries in times of shock. Prior to their participation in the WAYREP, the beneficiaries were exposed to significant shocks. The economic resources that beneficiaries accessed through this project have somewhat guaranteed them a level of social protection against contingencies of life. Prior to the project, their access to income was very seasonal, tagged to crop harvest predominantly. Overall, beneficiaries are more economically resilient due to a combination of a.) Savings in VSLAs which guarantees them access to credit in case they need it, and b.) Running new small business ensures they have some money in the business that can be used to offset shocks.
- 2.) **Improved support networks:** Female VSLA and YSLA members noted enhanced social, emotional, and financial support networks, which helped them weather challenges more effectively. This is significant given the research²⁷ showing female small business owners in Uganda face reduced access to support networks.
- 3.) **Increased ability to use and draw on peer support networks:** Participation in VSLAs, YSLAs, SASA! Activist training, and Role Model Men programs fostered new groups of peers who provided emotional, practical, and financial assistance to one another. VSLAs, YSLAs, SASA! Activist training, and Role Model Men mentioned feeling comfortable to draw on this support, be it for advice on how to manage a GBV case, or support in starting a new business.
- 4.) **Enhanced confidence, voice, and self-belief:** Women involved in VSLAs and YSLAs reported increased confidence, ability to speak up in groups and at home, and a stronger sense of self-worth. They attributed these changes to leadership opportunities, skills training (e.g., literacy, financial planning, business development), and having control over their own savings and finances.
- 5.) **Improved harmony in marital relationships:** Role Model Men noted they had "changed their ways" and moved away from "bad influences," leading to strengthened problem-solving and more "peace" and "harmony" in their homes. Female participants also reported reduced divorce and separation among couples.
- 6.) **Enhanced emotional regulation:** Role Model Men demonstrated better emotional regulation and married couples were more likely to resolve conflicts in non-physical ways.

²⁷ World Bank Blogs, Puerto., M., (2022), *Strengthening Uganda's Economic Growth with Support to Women Entrepreneurs*: <https://blogs.worldbank.org/en/african/strengthening-ugandas-economic-growth-support-women-entrepreneurs>

These six indicators of *self-resilience and reliance* that were reported by WAYREP beneficiaries are illustrated in the table below:

Table 13: Evidence on Changes in Self-resilience and Reliance

Resilience Indicator	WAYREP Activity Strengthening Self-resilience and reliance	Examples	Analysis
Self-resilience and Resilience Indicator 1: Economic resilience	VSLA and YSLA Membership, Multipurpose cash transfer	<p>“I bought a chicken and a goat such that when they produce, I will be in position to sell off to support myself at school or home.”²⁸</p> <p>“Before WAYREP I used to go back to my fathers’ home after small argument with my husband. At times I would go 4-5 times a week. The lessons I learnt in WAYREP especially was financial literacy. From the VCLA, I saved money and established a restaurant business. I never used to provide at all in my home. I never bought even a mere pencil, not even a match box or salt. But WAYREP has taught me responsibility. I picked 100000shs to start, I bought a carpet, poles and constructed a place where I now operate my restaurant. I can contribute to school requirements for my children, I have been able to build a permanent house. I intend to expand the restaurant such that I will begin slaughtering a whole goat for sell. The financial empowerments have encouraged me to be stable in my marriage.”²⁹</p>	Membership to VSLAs enables the members to make regular savings. In addition, the enterprises they started using the multipurpose cash transfer, VSLA loans and shared savings at the end of the saving cycle and this better positioned them to withstand economic shocks. They for instance, do not have to resort to last resort measures, borrowing from money lender or resign to fate.
Self-resilience and Resilience Indicator 2: Enhanced Ability to Bounce Back from Setbacks	VSLA and YSLA Membership Apprenticeships	<p>“<i>The support system from the community structures like SASA! Activists, Role model men and boys, Women Activists, religious leaders contributed to my bouncing back.</i>”^[ii]</p>	Membership in VSLAs and YSLAs provided emotional and financial support to participants through the savings groups. Apprenticeships emerged as a robust mechanism for resilience-building by offering non-financial resources such as skills development that could be relied upon during challenging times, even in the absence of financial resources.
Self-resilience and Resilience Indicator 3: Improved Capacity to Seek and Utilize Social Support	VSLA and YSLA Membership GBV referral pathway	<p>“<i>The training brought a lot of changes in that we stands with our friends in problems and in peace.</i>”^[iii]</p>	Participants in savings groups experienced heightened social capital, while survivors of GBV accessed support from designated duty bearers.

²⁸ 33. 19.03.2024 FGD with women activists and change agents, Omugo Settlement.

²⁹ 45. 20.03.2024 FGD with women aged 31-45, Omugo Sub County.

Resilience Indicator	WAYREP Activity Strengthening Self-resilience and reliance	Examples	Analysis
<p>Self-resilience and Resilience Indicator 4: Overcoming Personal Challenges and Finding Their Voice</p>	<p>VSLA and YSLA Membership</p> <p>Business startup kits</p> <p>Household dialogues</p>	<p><i>“I can now stand on my own because I have been given knowledge and now have a business which can support me.”^[iv]</i></p> <p><i>“This project modeled me to be a leader and developed my public speaking skills because I’ve to stand in front of people while delivering my message.”^[v]</i></p> <p><i>“I was trained to speak to a crowd of over 100 people before I could not speak even to a group of 5 people but now, I have built confidence over time and the fear has gone.</i></p> <p><i>-With savings, in the next 10 years, women are going to be very empowered and independent because they have been taught on financial literacy and budgeting.”^[vi]</i></p>	<p>The savings groups served as a platform for women to amplify their voices and explore new leadership roles, increasing their likelihood of assuming leadership positions within the community.</p> <p>Engagement in household dialogues facilitated a shift in the “private sphere,” fostering increased receptivity among men to women’s perspectives. The economic empowerment of women through income generation led to heightened respect from their husbands, with couples engaging in conversations to enhance their communication skills. As husbands recognized the contributions of their wives to the household income, they exhibited reduced tendencies towards violence, further aided by a decrease in adolescent alcohol consumption, which served as a mitigating factor for GBV triggers.</p>
<p>Self-resilience and resilience indicator 5: Improved harmony in family and marital relationships</p>	<p>Household dialogues</p>	<p><i>“My dad died sometimes back but at some point, there was also a land issue at our home, my elder brothers wanted to be recognized as head of the family and wanted to sell part of the land, yet both my parents are still alive. They were arguing for whom to be the head of the family, yet my mother was still alive. They wanted to sell because they want to divide the money after sale and build rentals house. That did not go well with me, I questioned them if they are wishing my parents death to take the properties. In a family meeting, a family meeting I told them its only our parent who has absolute right to sell the land or not. Since then, my family said for property decision I should make the final say and now I’m so much respected in a family of 15 siblings and I’m the youngest among the men. In the community, there are several issues that I solve at the community level, even when I was coming I first some issues that’s why I delayed.”^[vii]</i></p>	<p>Collaborative efforts with Role Model Men within couples’ dynamics introduced different conflict resolution strategies.</p> <p>Improved communication within couples stemmed from a shift towards viewing women as equals rather than dependents, fostering a more equitable and respectful relationship dynamic.</p>
<p>Self-resilience and resilience indicator 6: Enhanced Emotional Regulation and Communication</p>	<p>Gender discussions</p> <p>VSLA and YSLA Membership</p>	<p><i>“WAYREP introduced teaching about GBV in the community e.g., people used to fight so much at homes, now that is history; people are now co-existing peacefully.”^[1]</i></p> <p><i>“Before WAYREP our community of Anyufura used to be chaotic. People would fight each other, quarrel but now since WAYREP came and trained people we are now peaceful.”^[viii]</i></p>	<p>A reduction in alcohol sale and consumption within the communities was associated with fewer triggers for GBV incidents.</p> <p>Additionally, household dialogues led by Role Model Men helped to foster more constructive communication and problem-solving skills, promoting more egalitarian and harmonious household dynamics.</p> <p>A backdrop to better communication was the reduced stress the household, supported by women’s ability to earn an income that significantly reduced the pressures and strains of poverty.</p>

Evidence of Lessons learnt for engaging key stakeholders.

There were various lessons learnt that should be continued through to the GEAR program:

Lesson Learnt 1: Religious and cultural leaders and government representatives showed an appetite for regular touch points.

The outcome harvesting process revealed the strong appetite among duty bearers, such as religious and cultural leaders as well as government representatives, for sustained communication and regular touch points with the project. Duty bearers, including the Local Councilor in Gulu City, reflected on the value of ongoing updates and engagement from the project team. The councilor expressed a desire to be “kept in the loop,” indicating that they wanted more communication about the project’s efforts and progress. This lesson underscores the need for the GEAR project to reflect on how it achieves a robust communication strategy, especially given the high number of duty bearers across the four locations in Uganda and the project's expansion into Rwanda. There is a significant opportunity for GEAR to consider new communication modalities to ensure regular touch points are maintained. Some potential approaches could include: 1.) Scheduling regular check-in calls between partners and duty bearers (e.g., on the last Thursday of every month) to provide updates and seek their feedback on adaptations; 2.) Developing a rapid newsletter or updates that can be shared digitally or physically with duty bearers to keep them apprised of project progress; 3.) Distributing handwritten notes or posted photos highlighting key milestones and achievements to maintain a personal connection with duty bearers. By proactively addressing the duty bearers’ desire to be “kept in the loop,” the GEAR project can foster strong relationships, maintain momentum, and leverage the support and influence of these critical stakeholders throughout the implementation process.

Lesson Learnt 2: Buy-in from Senior Government Staff, especially the Mayor and Local Council was important to UNHCR Security Council Resolution 1325 being enacted into local By Laws: WAYREP staff emphasizing the importance of building close working relationships with various technical and political actors in the Government of Uganda (GoU) at different levels to ensure local by law 1325 could be enacted. Close work with the GoU over a sustained time helped build relationships of trust and ultimately enabled strong ownership and buy-in for frameworks that protect the rights of women and girls. Training of these actors on relevant policies and legislation that may have been seen as centralized and disconnected from the local context was also key to creating interest and discussion on women’s rights at the district level.

Lesson Learnt 3: Religious and cultural leaders with academic backgrounds wanted more academic training on legal frameworks.

The project found that ongoing training for cultural and religious leaders should be designed to target the duty bearer at their academic level. Many of the cultural and religious leaders across the four sites were highly qualified and requested comprehensive and academic training on current frameworks and legislation on women’s rights.

Lesson Learnt 4: Personalized trainings worked best that localize legislation and strategies drawn up in Kampala.

Government officials expressed that while they were aware of policies and frameworks enacted at the national level in Kampala, such as the Male Engagement Plan, these had not been adequately reflected upon or absorbed at the local level. The officials perceived these national-level policies and strategies as distant and disconnected from their day-to-day realities and responsibilities.

WAYREP’s approach of conducting targeted training workshops on the relevant legislation and frameworks with technical and political staff at the Government of Uganda District offices in Gulu City and Arua City was found to be impactful in making the frameworks meaningful. This lesson underscores the importance of tailoring capacity-building efforts to the specific needs and contexts of the target audience, rather than relying on a one-size-fits-all approach.

Lesson Learnt 5: Acknowledge and Address the Lost Income Streams of Duty Bearers

WAYREP staff noted that cultural leaders had previously generated income from cultural norms and practices that hindered the course of justice for GBV survivors. By combining enhanced legal knowledge, fear of prosecution, and a mindset shift, the project was able to engage these duty bearers to forgo these harmful income streams – a pragmatic approach that GEAR could leverage. The project did not directly address the income stream for cultural and religious leaders, for example, the fact that religious and cultural leaders received two goats during the practice of Aruba was not substituted with an alternative Income Generation Activity (IGA). Rather, the project worked on changing the mindset of religious and cultural leaders.

Lesson Learnt 6: Target “uber connectors” helped to catalyze change.

The final evaluation revealed a key lesson regarding the strategic targeting of “change agents” who occupy multiple roles and positions simultaneously within the community. The analysis indicates that individuals who held three specific positions – government representatives, para-social workers, and project activists – were uniquely positioned to generate significant impact. These “uber connectors” were able to leverage their diverse roles and spheres of influence to amplify the project’s messages, garner buy-in from various stakeholders, and catalyze meaningful change within their communities. Their ability to straddle the government, social service, and grassroots activist domains afforded them a level of credibility and access that enabled them to effectively advocate for the project's objectives. The final evaluation suggests that moving forward, the GEAR project should strategically target and engage such multi-faceted change agents as a means of maximizing the project’s reach and influence.

Evidence of practices to avoid:

The evaluation team identified four key areas where adaptations should be made moving forward into the GEAR program, as presented in the table below.

Table 14: Evidence of Practices to Avoid

Area	Practice to Adapt	Evidence
MPCT Assistance	Provide MPCT assistance after life skills planning	<p>WAYREP staff noted that some MPCT beneficiaries misspent the money on alcohol or spent the entirety of the money in one go without planning and budgeting. The MPCT approach was continuously monitored and adapted to address potential risks, for example visioning tools were introduced. Further, MPCT learnings were shared within the team through meetings and through MPCT reporting.</p> <p>This is a common risk for unconditional cash transfers. It not always possible to guarantee intended use by the beneficiaries. What would be useful for GEAR is: a.) the project officers (and/or community structures-CBTs) sitting and planning with the household, both the direct beneficiary and the spouse (where applicable).</p>

Youth IGAs	Ensure youth have life skills training before they experience a change to their income	WAYREP staff noted some youth became “disrespectful” towards their parents, stayed out late, and stopped listening to their parents once they started to earn an income of their own. These staff suggested that these potential issues should be addressed through life skills training before youth experience changes to their income, to ensure raising their income does not negatively affect their relationship with their households.
Apprenticeships	<p>Make beneficiary selection clear, especially around high value offers such as the apprenticeship program.</p> <p>Roll out the apprenticeship program more widely</p>	<p>The apprenticeship program was in high demand and extremely popular among female and male VSLA and YSLA members and CBTs. However, the low supply and high demand resulted in questions from CBTs, VSLA/YSLA members, and local government representatives about how apprenticeships had been selected and who was chosen. They requested more clarity on the selection process and for the apprenticeship program to be expanded.</p> <p>Male and female VSLA and YSLA members and CBTs requested for the apprenticeship program to be rolled out.</p>
Feedback and Accountability (FAM) Mechanism	Make complaints and feedback procedures more confidential and improve feedback loops.	<p>WAYREP was already implementing accountability systems and FAM systems, with clear Standard Operating Procedures (SOPs), tools and processes and this is being followed through to the GEAR project which will also consult with participants and integrate analysis into planned surveys, inception meetings with stakeholders and community.</p> <p>While a FAM system was in place, what WAYREP beneficiaries requested was a.) increased confidence in the FAM mechanism and b.) increased feedback loops on their complaints and concerns.</p> <p>Beneficiaries suggested the following:</p> <p><i>We want to feel safe:</i> A FAM mechanism that guarantees them safety i.e., in case the lodge a complaint, they may not be interpreted as ungrateful. The system should not make the beneficiaries think twice about reporting due to uncertainty about the consequences of reporting.</p> <p><i>We want to get feedback when we report:</i> Feedback on whether their complaints were received and how they were addressed.</p> <p><i>An elaborate feedback and accountability mechanisms that is well communicated to the intended users.</i> The mechanism should spell out the appeal mechanisms in the event that the complainant is not satisfied with lower layer of response.</p>

These insights highlight key areas for adaptation and improvement as the WAYREP program transitions into the GEAR initiative.

Evidence of challenges that are still persistent at the individual, household and community level and continue to limit the self-reliance and economic and social resilience of beneficiaries

The outcome harvesting process revealed that despite the project’s significant achievements, several persistent challenges remained at the individual, household, community, and institutional levels, highlighting the need for a continued Gender, Equality, Diversity and Inclusion (GEDI) analysis and targeted approaches to address deeply rooted social norms, power dynamics, and systemic barriers.

Individual Level:

The data shows that while women's self-efficacy has improved overall, younger women continue to lag their older counterparts. This points to the need to recognize the multifaceted challenges that younger

women face in building their self-efficacy, such as lower social status and limited voice within the community. The GEAR project should explore targeted strategies to accelerate the development of self-efficacy among younger female participants by for example deploying WAYREP strategies that have proven to be effective such as engaging young women as SASA! Activists, connecting them to savings groups and upskilling them through apprenticeships.

Household Level:

At the household level, the persistence of social norms that position women as secondary to their husbands remains a significant challenge. Across the project sites, the expectation that women must "learn to listen to their husbands," be respectful, and not "talk back" was still prevalent, seen as key to maintaining harmony in the home. Both male and female social actors emphasized the importance of these beliefs, underscoring the deeply entrenched gender norms that continue to constrain women's agency and decision-making within the household.

The fact that these limiting gender norms are upheld by both men and women highlights the pervasive nature of these sociocultural dynamics and the need for a more nuanced understanding of how they are internalized and reproduced by different actors within the household.

Furthermore, discussions with women activists and change agents in Omugo Settlement suggest that refugee men's feelings of economic disempowerment can lead to a sense of desperation, extremely low self-esteem, and hopelessness. Within this context, some refugee men tried to hold onto any power they have within the home more strongly. For example, in Omugo Settlement, some men reported feeling left out of the project and were concerned that the empowerment of women had led to disrespect towards their husbands. There were also instances of men restricting their wives from joining VSLA groups or continuing their education. This points to the importance of addressing the unique needs and concerns of refugee men to foster greater household harmony and trust between partners. It also underscores the critical role of economic empowerment as a prerequisite for men to accept and adapt to changing gender norms within the household.

The persistence of social taboos and restrictions around discussions of family planning emerged as another significant challenge. Female social actors and WAYREP staff reported that the topic of family planning remained a taboo and off-limits subject within the communities, further limiting women's empowerment and reproductive rights. In cases where WAYREP staff had initiated discussions on family planning, they encountered pushback from community members. For GEAR, careful stakeholder mapping and engagement will be critical to identifying strategic entry points and building trust within the communities before broaching controversial topics.

Community Level:

At the community level, the persistence of corruption in handling GBV cases remained a significant concern. While the project had made progress in reducing the likelihood of actors along the GBV referral system requesting bribes to perform basic services, case conference partners in Gulu City noted that there were still requests for money to carry out essential tasks, such as conducting police investigations or forensic examinations. Case conference partners in Gulu City noted that there were still requests for money to perform basic services:

"We need to agree that we have the highest levels of corruption in the police. This is evidenced when on another scenario of case that I handled when a girl was raped by three young men who got arrested but the

survivor called to tell me that they had collected money worth 200,000 shillings from her for transport, buying soap and money for checking the minds of the perpetrator if he is on good senses.”³⁰

Institutional Level:

The institutional-level challenges centered around funding gaps and knowledge gaps within the healthcare system. Case conference partners in Gulu City and Arua City highlighted serious knowledge gaps among how nurses and healthcare workers handle GBV cases and perform forensic examinations, underscoring the need for more training, investment, and support. On this point case conference and GBV partners in Gulu City and Arua City commented:

“There is serious knowledge gap on GBV. The committee of GBV at the hospital was just created last year in October. Are you seeing? So, at the hospital that where it is talked about gaps in filling the documentation. There is a big knowledge gap there. Because we receive a lot of cases but then someone to fill in the register, they are unable to do it. That is the truth. In the next phase of the project, training on how to fill GBV register should be done.”³¹

“I want to talk about the issue of Forensic Evidence Collection that was also a very big challenge. When it comes to Forensic Evidence Collection on the survivors like the high vaginal swap, we realize there was a knowledge gap. I am giving an example as high vaginal swap. There was knowledge gap with the health workers. So, apart from WAYREP doing that, we as the team also advocated for injection of some money into training of health workers to fill in the knowledge gaps. The nurses were not trained to handle GBV cases.”

Additionally, the lack of sustainable funding for GBV survivor support services, such as shelters, was identified as an ongoing challenge, requiring continued attention and resource mobilization.

These persistent challenges at multiple levels underscore the need for the GEAR project to continue its efforts to address deeply rooted social norms, power dynamics, and systemic barriers through a more comprehensive and gender-transformative approach.

³⁰ 12. 19.03,2024 FGD with case conference workers, Gulu City.

³¹ 12. 19.03,2024 FGD with case conference workers, Gulu City.

5.4 Sustainability

Evaluation Question 5. What is the capacity and motivation of the community structures to continue their role beyond the project?

This section considers Evaluation Question 5 and reflects on the capacity and motivations for community structures to continue their role beyond the project. The section reflects on the four weakness and six strengths of community structures and is based on Outcome Harvesting data collected from VSLA and YSLA members, SASA! Activists, Role Model Men, CBTs, religious and cultural leaders, government officials and WAYREP staff.

Weakness of Community Structures #1: Reliance on Project Funding and Lack of Financial Resources

A significant vulnerability of the community structures lies in their dependence on external financial support and the absence of sustainable funding mechanisms. This reliance on project funding is significant as small amounts of funding were being used to sustain specific activities. Financial resources were required for a range of activities, including incentives for social actors to join (e.g., sodas for participants of Role Model Men groups), removing barriers to access (e.g., paying the transport fees for survivors of GBV so they could testify, paying for the transport fees of religious and cultural leaders to attend case conferences, or training), and providing basic services (e.g., provision of safe house accommodation in Arua City and Gulu City). Further this weakness was mentioned by SASA! Activists, Role Model Men, CBTs and government representatives. The financial challenges that arise when project funding ceases are particularly evident in the statements of local leaders in Arua City, who noted that the financial constraints would hinder their ability to implement activities effectively:

"What will limit us is financial challenges where there will be no money because implementing all these activities surely needs money because at some point you may need to travel here and there and all these need money for transportation, accommodation, and so on."³²

Similarly, Case Conference workers in Omugo Settlement acknowledged their inability to provide material support, emphasizing the limitations of existing resources once the project comes to an end:

"Verbally we can support but materially, we don't have anything to give."

The reliance on project funding highlights the need to explore alternative funding sources to ensure the long-term sustainability of community-based initiatives.

It is crucial to note that Role Model Men, religious and cultural leaders, government representatives, and SASA Activists overall had the motivation and capacity to continue to the work, however resources were needed to perform certain aspects of the work. In the first two years of the GEAR project, it will be essential to consider plans for resource mobilization, which could involve fundraising training, connecting Community Based Structures with potential donors, and facilitating the establishment of sustainable funding mechanisms. Additionally, GEAR could explore the feasibility of establishing dedicated GBV support facilities, such as safe houses, in collaboration with local authorities and other stakeholders.

³² 20. 18.03.2024 KII with local leaders, Arua City.

Weakness of Community Structures #2: Volunteerism fatigue and lost opportunity costs

Volunteerism fatigue: Across almost all project sites, a significant number of the community structures onboarded by the WAYREP had worked as volunteers with different organizations. Whilst this meant that such individuals had a lot to offer to the project given their experience in offering voluntary services, voluntarism fatigue was reported. This cut across the community-based trainers, the women activists and SASA! Activists in Arua City, Gulu City and Omugo sub-County. In their view, the tools for motivating them by organizations often take forms of giving them identifiers such as T-shirts, caps, umbrellas, raincoats and sometimes rainboots. These items in their view did not contribute to changing their lives. One of the concerns was that whereas they drove change in the lives of project beneficiaries, they have limited opportunities through the project they support to implement change their own lives. They reported barely seeing a change in their livelihood status. It was against this background that some reflected that in future, some of the voluntary structure members that are genuinely in need be considered to benefit from training, skilling, job placement and start-up capital for vocations such as tailoring, catering (baking and confectionery), hair dressing, etc.

Under the WAYREP project, the community structures were encouraged and enabled to join VSLAs. However, some echoed that they were VSLA members prior to this project and thus, this was not a big win for them. Thus, to them the project should have done more. It should have spared some slots for vocational skilling for some of the community structures in need in each of the project locations. In their view, they should be more considered with these trainings.

Opportunity cost: For some community structures, voluntary service requires a lot of time and other commitments. This makes them forego some opportunities through which they would have derived a livelihood and better returns. For instance, the time they commit to the project would have been utilized for garden work and other economic business activities. Some CBTs and SASA! Activists in Gulu City and Arua City were emphatic about the sacrifices they make to fulfil their roles in community structures. Some had to delegate their business operations to other people at a cost, or even momentarily close their businesses as they attend to project activities. In both rural locations such Omugo Sub County and urban locations, the community structures reported active involvement in farming. In urban locations, the community structures farm outside the cities (Gulu and Arua). This meant that during the planting, weeding and harvesting seasons, they made immeasurable sacrifices by committing to the project activities. It emerged that their constant touch points with the project officers was critical to their continued sacrifices. Without these constant touch points, it is unlikely that they would not be motivated to continue incurring such heavy opportunity costs.

Weakness of Community Structures #3: Dissenting voice especially around Role Model Men

Some of the role model men reported experiences of discouragement from their peers that were yet to realize positive masculinities. Considering that shifts in social and gender norms take time, many peers and male relatives of the role model men were yet to register the desired shifts. The Role Model Men, seen as positive deviants were more of a drop in ocean considering the number of peers that continue to push them to “act like men.” Whilst their active engagement with the project helped them to withstand the pressure, there were concerns that a relapse is possible once constant contact with the project officers—their source of support reduces or is no more.

Strengths of Community Structures:

Strengths of Community Structures #1: Socially Reinforcing Expectations from the Community.

Religious, cultural leaders, CBTs, SASA! Activists and Role Model Men all noted that their motivation to respond to GBV cases was driven by a social expectation that they would “do the right thing.” SASA! Activists and Role Model Men said that community members now approached them with the hope they could resolve marital conflicts, cases of GBV and child protection issues. On the whole community-based structures embraced this social responsibility and saw it as a duty to serve their community. They noted how their new role in resolving GBV cases had led others to hear about their work and through word of mouth their “celebrity” like status had spread. Role Model Men also noted that there was no getting away from their new role and that even when they were going about their daily businesses, they were being asked to resolve personal conflicts and issues between couples. On this point, Role Model Men pointed to the need for some additional support in their newfound position. Role Model Men said they wanted more skills in the following areas: how to deal with GBV cases when the couple were drunk and how to deal with husbands who accuse Role Model Men of being sexually interested in their wives. New skills were needed to help both groups step into their role and maximize their work.

Strengths of Community Structures #2: Positive talk and a deep appreciation from the communities in which community-based structures operated.

The positive changes in communities where the community structures operate motivate a continuation with their work. Members of community structures saw themselves as the foot soldiers that drove the change with the support of the project officers. Thus, within their communities, they were the ‘heroes’ to whom the different changes in equitable gender relations among couples, livelihood improvement, reduced acceptance of GBV, community knowledge and confidence in GBV service points and referral pathway are primarily attributed. Such recognition and appreciation by their own communities had a deeply motivating effect.

Strengths of Community Structures #3: Intrinsic motivation and self-driven commitment.

Members of community structures expressed a deep personal passion and commitment to serve their communities, even beyond the WAYREP project. Change agents referenced their "passion" and determination to carry on with the activities they had been involved in prior to the project and planned to sustain after its conclusion.

Strengths of Community Structures #4: Strengthened coordination and relationships.

The project's efforts to improve coordination and referral mechanisms among GBV service providers have resulted in stronger interpersonal relationships and familiarity across the actors. This has facilitated more effective case management and escalation through the appropriate channels.

These strengths - the technical capacity, social legitimacy, intrinsic motivation, and strengthened coordination - represent a solid foundation upon which the GEAR project can build. By leveraging and further developing these community-level capacities and motivations the project can enhance the sustainability and long-term impact of its gender equality and women's rights interventions.

The GEAR project should consider strategies to maintain and bolster these community structures, such as providing continued training and mentorship, facilitating peer-to-peer learning, and supporting resource mobilization efforts to ensure their financial autonomy.

Strengths of Community Structures #5: Community Based Structures are better connected and “know people high places.”

Particularly CBTs, SASA Activists and women change agents took pride in the fact that the project has exposed them to people in positions of power at Sub County and District/ City level. Through the project, the community structures had the opportunity to share spaces and interact with District/City and Sub County/Division local leaders, Representatives of the President in the District/City (Resident District/City Commissioners), and other technocrats. They become no strangers to these people in power. With enhanced confidence courtesy of the WAYREP project, they could easily access these important offices and they can easily be served by a mere mention of their positions as CBTs, SASA! Activists or Women Change Agents under the WAYREP project. Their referrals were recognized. In addition, they could easily seek support of a personal nature. The community structures recognize that to continue enjoying these benefits, they need to remain positioned as community-based structures. This motivates these structures to carry on.

Strengths of Community Structures #6: Members of Community Based Structures are invited to talk as specialists on Gender Based Violence and gender equality.

The status of the members of Community Based Structures changed. Their communities recognized them (the CBTs, SASA! Activists and women change agents in particular) as change agents with capacity to offer keynote talks about gender and social norms, equitable gender relations, gender-based violence, GBV services available, service points and laws on GBV. They were often invited at funerals, churches, social functions, parents’ meetings in schools to offer talks about these topics. This has granted them a new status and visibility in their communities. This further constitutes a key motivation for their continuity. This was reported in all project sites.

The project offers the community structures a platform for political participation in their community. Among some CBTs, SASA! Activists, women change agents and Role Model Men, some exhibited political/leadership interest in elective and non-elective positions at different administrative levels (village, parish and sub county/Division). The project has made them known by many potential electorates; it has enhanced their status, thereby offering them political capital. Some of them served in leadership positions in the VSLAs. The rotational VSLA leadership approach per cycle meant that the project offered a leadership academy for the members that served on the executive committees of the respective VSLAs. Essentially, community structures with intentions to assume elective and non-elective leadership positions felt the project offered them political mileage compared to prior to their participation in the project. This motivates them to carry on with their work.



6. Conclusions

6. Conclusions

Conclusion 1 (based on findings A - I and Outcome Statement 1): Economic interventions underpinned by work on gender equitable norms increased women's confidence and voice in the home and won them a newfound respect from their husbands and community members. Women's status grew as they started to earn and re-invest significant sums back into the family unit; paying for the school fees was a significant win for gender equality and the position of women. WEE led to a protective effect on the household (more peace and harmony, reduced conflict and financial pressures). This change was observed by both WAYREP beneficiaries and non-WAYREP beneficiaries who saw the positive effect of savings groups and started to copy WAYREP beneficiaries by joining such groups.

The projects social and behavior change work with men and community members enabled women to maintain control over their new income streams and savings. Importantly, the economic component of the intervention had a reinforcing effect and changed other social norms in the home. As men witnessed the positive effects of shifting gender roles and responsibilities, they adopted certain behaviors, such as taking on more traditionally "feminine" tasks. Overall, changing women's economic status proved to be an easy starting point to encourage men to reconsider and adapt their gender roles and responsibilities in the home.

Conclusion 2 (based on findings J – K, and Outcome Statement 2): The project effectively worked at the individual, family, community, and systems level to aggressively target the way that GBV is perceived, to open discourse on the issue, to remove the taboo of talking about GBV and to reduce the blaming of survivors. The project moved GBV from being seen as a hidden and private issue to something that community members could stand up to and address.

The interventions worked at the four levels of the ecological model to shift attitudes in the acceptance of GBV.

At the individual level, women, SASA! Activists and Role Model Men were bolstered in their confidence, skills and ability to raise their individual and collective voice to speak out against violence. That said, more support is needed for SASA! Activists and Role Model Men to continue performing their role, both support in training them in security issues and in how to handle the negative backlash. Role Model Men were under high pressure from their brothers, male friends and neighbors to conform to gender unequal behaviors and were strongly criticized for acting outside of a set social norm.

At the family level, women told us that their husbands had become calmer, more proactive at resolving conflict and less prone to turn to violence. Crucially, women's new economic position in the home transformed power dynamics, making it less likely that husbands would turn be violent against the person who significantly contributed to the family income.

At the community level, SASA! Activists, Role Model Men and CBTs felt more empowered to step into the "personal" sphere and intervene in GBV cases as violence was no longer hidden behind closed doors.

At the systems level, the way in which GBV cases were handled changed, mostly notably through the creation of case conferences and through the work with community gatekeepers who took local action on GBV.

Conclusion 3 (based on findings L - M and Outcome Statement 3): The project established new case conferences and opened communication challenges between various partners in the GBV referral system.

The established of case conferences, worked to both create better support and justice for survivors of GBV but also built long-term working relationships between the different actors across the system. The establishment of inter-personal connections was an important indicator of sustainability as it built the likelihood that referral pathways would continue after the projects' departure.

Cases conferences and greater action on GBV by Community Based Structures reduced the request for bribes in GBV case.

The project also provided financial assistance to GBV survivors and anti-violence advocate. While the financial support provided by the project allowed survivors to access justice, and for Community Based Structures to support, it was not sustainable. Community Based Structures questioned how services for GBV survivors would be provided at the same velocity without the financial backing of the project.

Conclusion 4 (based on findings N - O and Outcome Statement 4): The project motivated government officials and religious and cultural leaders to make changes in varied frameworks, local Bylaws and cultural norms that discriminated against women and girls.

At the district level, two bylaws enacting UNSCR 1325 were drafted in Arua City and Gulu City. At the parish level, a new police post was established in Pangisa Ward of Arua City. And at the community level, religious and cultural leaders, along with Community-Based Trainers (CBTs), took action to speak out against harmful practices like child marriage (in Omugo Settlement) and gambling (in Arua and Gulu Cities) and alcohol consumption especially among youth (all four sites). In Gulu City and Arua Community Based Structures targeted money lender to ensure that ID cards would not be held as capital on default loans. In these cases, religious and cultural leaders teamed up with CBTs, SASA! Activists and Role Model Men, to respond to specific community demands in areas where women's and girls' rights were being violated.

Conclusion 5 (based on Outcome Statement 1 and 5): Project beneficiaries built their self-resilience and social resilience and said there were six key factors to this change, namely: increased economic empowerment, enhanced support networks, improved ability to utilize support, raised confidence, improved harmony in marital relationships, and enhanced emotional regulation by husbands.

This multifaceted approach that targeted social and economic interventions enabled project beneficiaries to build both their self-resilience and social resilience through six key factors: 1.) *Economic empowerment*: The project's strategies to enhance women's economic standing, such as through VSLAs, training, and apprenticeships, contributed significantly to building their resilience; 2.) *Enhanced support networks*: Beneficiaries were able to develop stronger, more reliable support networks, both within their households and communities; 3.) *Improved ability to utilize support networks*: The project equipped beneficiaries with the skills and confidence to more effectively access and leverage their support networks when needed; 4.) *Raised confidence*: The combination of economic empowerment and social interventions led to a marked increase in beneficiaries' self-confidence and self-esteem; 5.) *Improved harmony in relationships*: Beneficiaries reported more positive, collaborative dynamics within their households, with less conflict and violence; and 6.) *Enhanced emotional regulation by husbands*: Male partners of beneficiaries demonstrated improved emotional control and more constructive ways of resolving conflicts, moving away from violence.

Conclusion 6 (based on the lessons learnt 1-5 and Outcome Statement 4): The project successfully motivated duty bearers to initiate change. Gatekeepers said they most valued the regular touch points with partners, specific training on gender related frameworks and a localization of legislation and polices enacted in Kampala. Further, the final evaluation findings show that focusing on “uber

connectors” – change agents who held three key positions of power – para-social workers, government representatives and project gender advocates was a key strategy to maximize impact.

Conclusion 7 (based on the evidence of practices to avoid in table 12): While the project implemented a Feedback and Accountability Mechanism, beneficiaries identified the need for a more devolved and distinct mechanism separate from the implementing partners to enable open and honest feedback.

The WAYREP project had implemented a Feedback and Accountability Mechanism (FAM) that included various components, such as receiving feedback from savings group representatives, providing feedback to the implementing partners, and utilizing a locked, confidential suggestion box during meetings. However, savings group members and CBTs indicated that the FAM could be being more devolved from the implementing partners and including more feedback loops.

Conclusion 8 (based on the findings in sustainability section 5.4): Sustainability challenges remain for Community Based Structures and there was a dependence on continued financial support to perform several functions.

Strengths: The project successfully supported community structures and change agents to develop new skills and technical expertise. These Community Based Structures had an intrinsic motivation to support their communities, they experienced increased status through their roles, were called on as key-note speakers, gained significant recognition from communities and were better connected politically, which was a benefit should they want to go into elected positions. Further, they experienced a positive social pressure to perform their role.

Despite these strengths, Role Model Men faced significant ongoing backlash from male community members, who continued to undermine and devalue their work, questioning their masculinity.

Challenges - safety: Role Model Men sometimes put their safety on the line to support survivors. As Role Model Men and SASA! Activists shared the same geographical space with the GBV survivors and their perpetrators they at times found this challenging. In a bid to support survivors to access GBV services and justice, some women change agents and SASA! Activists in Gulu City and Arua City reported that some perpetrators tended to turn their guns against them, accusing them of inciting and misleading the survivor as well as poking their noses in ‘private’ affairs of the affected couple. Threats of harm and/or retaliation by the perpetrators put the safety of the involved community structures at stake, leading some to wonder whether their service as community structures is worth such experiences. This security issue presents a threat to the continuity of their service.

Challenges – income for volunteers and volunteerism fatigue: Further, CBTs felt their IGA capacities had not been built to a significant enough level and advocated for more economic support especially due to the lost opportunity costs that came with volunteering. Other CBTs reported how they had invested significant time and effort into this and other projects, sometimes as a personal cost to their business.

Challenges – financial assistance: Across multiple interventions a significant barrier lay in the continued financial assistance the project provided. Without the finance this would mean a slowing down in the velocity of change. Overall, the project successfully built strong community structures and change agents, but sustaining their roles and activities will require finding ways to transition the financial support provided by the project.



7. Recommendation

7. Recommendation

As per the TOR, the following recommendations have been purposefully limited in number to facilitate practical absorption by the team. These recommendations are grounded in the key findings and conclusions presented in the preceding chapters of this final evaluation. They were selected through consultations with the 24 Harvesters as well as discussions with the WAYREP teams in Uganda and Austria. The recommended actions are as follows:

Table 15: Recommendations

Recommendation	Conclusion	Stakeholder
<p>Recommendation 1: Continue to Bundle Economic Empowerment with Gender and Behavior Change Interventions:</p> <p>The evidence demonstrates the transformative impact of WAYREP's dual-pronged approach of enhancing women's economic empowerment while catalyzing social behavior change. This holistic model should be maintained and further scaled, particularly scaling the high-demand but low-supply apprenticeship programs. Further economic opportunities could be scaled to volunteers to make their work more sustainable. Learnings on this two-pronged approach should be implemented across CARE, ADA's, partners and the GoU's work. Strategic change efforts should be taken by CARE, ADA and the GoU to reflect on the extent that WEE programs include a robust social norms component, and the extent that social norms work includes economic empowerment. There is an opportunity for the GEAR program team to share these key lessons learnt through steering groups in Uganda and through meetings with the GoU.</p>	<p>C1 C2 C5 C8</p>	<p>CARE and partners ADA GoU</p>
<p>Recommendation 2: Continue with the Case Conference Model and Seek Financial Backing:</p> <p>2.1 The case conference model should be continued and expanded.</p> <p>Key religious and cultural leaders should be brought in and supported to change. Change agents should be worked with through a sustained approach, with multiple touchpoints that supports this group with enhanced knowledge on GBV.</p> <p>2.2 Within the case conference model aim to ensure long-term sustainability through sustainable financial backing.</p> <p>Sustainable funding should be embedded into the planning of GEAR in year one and two. This could include seeking match funding from the GoU.</p>	<p>C3 C4 C6 C8</p>	<p>CARE and partners ADA</p>
<p>Recommendation 3: Test Sustainable Funding Models to Pay for the Activities of Community Based Structures:</p> <p>3.1 In the first two years of the GEAR project's implementation, prioritize and test sustainable financing mechanisms to support the continued operations of community-based structures. Monitor and evaluate these approaches to determine the most viable options to scale. Sustainable funding could include partnerships with the Private Sector in Uganda and Rwanda to facilitate access to capital.</p> <p>3.2 Provide security training for SASA! Activists and Role Model Men to bolster sustainability. Security training should include preparation on how to deal with cases of GBV when the survivor/ and or perpetrator are drunk, how to deal with accusations from the community and what common security risks they should expect, and how to plan for these. Both groups should be made aware of the process to action in case of a security issue</p>	<p>C8</p>	<p>CARE and partners ADA</p>

Recommendation 4: Create a Devolved, Confidential Feedback and Accountability Mechanism:

Respond to beneficiary feedback by designing a Feedback and Accountability Mechanism (FAM) that is devolved from the implementing partner, and that provides greater confidentiality and more feedback loops. Beneficiaries should lead the design of this mechanism in year one, with the clear objective of developing FAM mechanism that can be tested in different locations in year one and scaled thereafter.

C7

CARE and partners

ADA



Women and Youth Resilience Project (WAYREP)
Terms of reference for a consultant team (National / International) to undertake Final Project Evaluation

1.0 Project Context and Background:

CARE International in Uganda is a leading humanitarian organization dedicated to fighting poverty and social injustices. CARE places special emphasis on investing in women and girls based on decades of experience which shows that promoting gender equality benefits communities. In partnership with CARE Austria, CARE International in Uganda with two partners (CEFORD and THRIVE Gulu) are implementing the five-year (04/2019-03/2024) Women and Youth Resilience Project (WAYREP), a strategic partnership funded by Austrian Development Agency (ADA).

WAYREP focuses on women and girl's empowerment within the context of some of Uganda's most pressing current challenges such as rapid urbanization, regular and high rates of displacement and migration across and within Uganda's borders and a very young and largely unemployed population. WAYREP is built on the hypothesis that Gender based Violence (GBV) has two main drivers: gender inequality and poverty.

The project's theory of change was premised on the assumptions that; if refugees and vulnerable Ugandan women and girls have access to dignified livelihood opportunities and GBV services, and if the gender, social and cultural norms that perpetuate GBV are challenged and minimized, then the likelihood of resorting to negative coping mechanisms- including GBV like early and forced marriage or commercial sex- will significantly reduce and women and girls' self-reliance will increase.¹

The project targeted 44,600 direct beneficiaries, 33,500 of them being women and girls (75%; focus age: 15-30 years) and 250,300 indirect beneficiaries. It is implemented in Gulu City (Pece and Bardege Divisions), Arua City (River Oli Division), Omugo Settlement (zones 4, 5, and 6) hosting refugees mostly from South Sudan and others from Democratic Republic of Congo (DRC), and Omugo Sub-County (in Obi, Angazi, Anufira, Duku, Boora and Ndapi Parishes).

The project's expected impact is: "To Strengthen the resilience of refugees and Ugandan women, girls, and youth to live a life free from violence in Uganda".

Specific objective(s) of the project are: Increased self-reliance of Ugandan and refugee Women and Youth in Gulu and Arua Municipalities, Omugo Settlement.

This is being achieved through the following 4 result areas:

- Enhanced sustainable and dignified livelihoods for women and youth.
- Reduced acceptance for Gender Based Violence in communities.
- Enhanced support to GBV survivors.
- Increased accountability of the Government of Uganda on the implementation of relevant frameworks for women and girls' protection and rights.

The main project activities can be found in the annex. More information on the project, including relevant reports can be found here: <https://experts.care.at/projects/women-and-youth-resilience-project-wayrep-aut920/> For more details on the log frame, see Midterm Review: <https://experts.care.at/wp-content/uploads/2019/05/CARE-MTR-report-WAYREP-1.pdf>

The next phase of CARE's Strategic Partnership (2024-2029) will be implemented in the same locations and build on WAYREP achievements, learnings, and good practices. It will include the result areas of:

- 1) shifting discriminatory gender norms;
- 2) enhancing sustainable and dignified income opportunities for women, girls, and youth, and,
- 3) increasing women's voice and leadership. (See annex)

2.0. Purpose and Objectives of the assignment.

WAYREP is in its final year and the next phase is currently being designed. Thus, the evaluation's purpose is two-fold. Firstly, it will assess and document the performance of the project, that is if the project fully attained its intended results by analyzing and reporting on endline survey data. Secondly, it will assess and document impacts, achievements, and challenges, based on the project participants' perspectives. Thus, it will contribute to a better understanding of the status of the project participants, of their assessment of the project intervention and of relevant areas for further action. This will help inform future programming, in particular the design and implementation of the next phase of the Strategic Partnership.

The evaluation will take into consideration and identify relevant differences and similarities regarding project results in the different locations (Gulu, Arua, Omugo Settlement, Omugo Sub-County), and among the different sexes and age groups (15-19, 20-30, 30 and above). Based on the findings, it will develop clear, realistic, specific, and practical recommendations for future programming, in particular the next phase of the ADA Strategic Partnership which will be implemented in the same locations, and which will build on learnings and achievements of the current WAYREP program.

Primary users of the Evaluation:

Evaluation findings and recommendations will be particularly relevant and useful to CARE Uganda, CEFORD, Thrive Gulu, as well as CARE Austria and the Austrian Development Agency (ADA). The evaluation will ensure accountability by providing independent data on progress and achievements, and will, above all, inform the next phase of the Strategic Partnership. Government and other stakeholders will be able to use the findings and recommendations to plan interventions that sustain and/or complement WAYREP. The evaluation will be made accessible on CARE's [Electronic Evaluation Library](#) and CARE Austria website.

Objectives of the endline evaluation:

The end of project evaluation has the following objectives:

- **Objective 1:** To assess the extent to which the project objectives have been achieved.
- **Objective 2:** To assess the extent to which WAYREP has contributed to improving resilience and self-reliance of the targeted women, girls, and youth, and the level of collaboration with key stakeholders and community structures.
- **Objective 3:** To document both the intended and unintended impact of project activities on targeted participants
- **Objective 4:** To provide clear, realistic, and practical recommendations for improved future programming, especially the next phase of the Strategic Partnership, and for sustainability.

3.0 Scope

The evaluation of impact will assess progress in all four project key results areas in all locations (Gulu City, Arua City, Omugo Subcounty and Omugo settlement) covering the project implementation period from the start April 2019 to November/December 2023. Guided by the OECD/DAC evaluation criteria, the evaluation will assess the project against effectiveness and impact.

4.0 Evaluation questions

The following questions are intended to guide the evaluation team:

1. Effectiveness

- To what extent has the project achieved the project's planned objectives, expected results and indicators (disaggregation by sex, age, and location, i.e., urban, rural, refugee communities)?

2. Evaluation of impact

- What difference does the project make for the main target group (women, girls, and youth at risk of GBV)? In particular:
 - o What are significant changes in the lives of beneficiaries in relation to the objectives of the program?

- o What are some of the project's intended or unintended, positive, or negative consequences?

How did the beneficiaries benefit from the project? (e.g., which relevant capacities, resources, networks, and opportunities did they gain? What changed positively in their context?)

- o Were there differences in results for different target groups depending on gender, age groups (e.g., youth) and the 4 geographic locations? If so, which ones and why?

- o Which activities effectively contributed to strengthening self-reliance and resilience?

- o What were good practices in terms of project implementation or approaches used during project implementation?

- o Were there any practices that should be avoided in future interventions?

- o What challenges at individual, household and community level are still pertinent and continue to limit self-reliance and economic and social resilience of the beneficiaries? (Be specific in relation to particular social norms, gender-based violence, livelihood opportunities and meaningful participation, and consider all aspects of the Gender Equality Framework: agency, relations and structures)

- Based on the project participants' perspectives, did the project contribute to increasing self-reliance and economic and social resilience among women and youth so that they experience less GBV? In particular:

- o Which activities effectively contributed to strengthening self-reliance and resilience?

- o What were good practices in terms of project implementation or approaches used during project implementation?

- o Were there any practices that should be avoided in future interventions?

- o What challenges at individual, household and community level are still pertinent and continue to limit self-reliance and economic and social resilience of the beneficiaries? (Be specific in relation to particular social norms, gender-based violence, livelihood opportunities and meaningful participation, and consider all aspects of the Gender Equality Framework: agency, relations and structures)

- To what extent has the project engaged key stakeholders (e.g., local authorities and cultural leaders) to support gender equality, women's empowerment and the prevention and response to GBV? What are lessons learned for successfully engaging duty bearers to promote gender equality and women and girls' rights?

- What is the capacity and motivation of the community structures to continue their role beyond the project? What are their strengths and weaknesses?

The consultant is expected to provide clear, realistic, and practical recommendations that will inform future interventions, with a particular focus on the design and implementation of the next phase of the Strategic Partnership.

5.0. Design and Approach

The evaluators will apply a mixed-method approach to evaluate the project building on both quantitative and qualitative data however with more focus on qualitative to provide in-depth understanding of the changes. Quantitative endline data will be provided to the consultants by CARE. Data triangulation and quality control is very important and needs to be discussed in the inception report. The evaluation will largely apply methods that enhance participatory evaluation and learning and thus, an Outcome harvesting approach will be undertaken.

The evaluation shall compare the planned objectives and indicators of the project with the actual results, assess progress toward the attainment of the project objectives and generate critical information to explain any variances. The evaluation findings derived from the outcome harvesting approach will be triangulated with the quantitative findings (esp. CARE endline), where appropriate and relevant.

Outcome harvesting² is recommended as approach. Consultants are to make detailed suggestions for appropriate participatory tools and approaches to assess the project beneficiaries' perspectives. Stories of change shall be collected and documented. The methodology, including sampling, needs to be agreed with CARE, clearly defined in the inception report, and approved by CARE.

The evaluation matrix, tools and methodology developed by the evaluators must be reviewed and validated by the CARE MEAL team and ADA. It needs to take into consideration what is appropriate and feasible for meeting the evaluation purpose and objectives, and for answering the evaluation questions, within the limitations of available budget, time, and data. The evaluation team must use gender-transformative MEAL methodologies and tools³ and ensure that gender equality and women's empowerment, as well as other cross-cutting issues are incorporated into the evaluation report. All data must be disaggregated by sex, age and location and any other relevant diversity. Sampling needs to take into consideration the breakdown of target groups and beneficiaries as defined by the project proposal/inception report in view of sex, geographic location, and age groups (e.g., 75% women), and in consultation with CARE.

The independent, external evaluation shall be conducted in accordance with OECD/DAC evaluation framework⁴, the ADA Evaluation Policy⁵ and the ADA Guidelines for Programme and Project Evaluations⁶. In accordance with guidelines and standards for ethical and safe evaluations of GBV programs⁷ and the Human Rights Based Approach, the evaluator must ensure the meaningful and safe participation of all project participants, including women and girls, the elderly, and persons with disability among other vulnerable categories to ensure that their voices are heard during the evaluation process.

6.0 Work Plan

The data collection phase in the field is to be confirmed between the consultant and CARE International in Uganda, but ideally would start in November 2023, with the final report deadline to CARE of January 2024.

The assignment is expected to be conducted within 55 contractual days spread across three months and this duration includes preparation, data collection, analysis, reporting and discussion of the findings with 55 contractual days.

Phase	Deliverables	Payment	Working days indicative	Timeline
Inception phase	Draft inception report.			November 2023
Tools development Phase	Deliverable 1: final inception report including budget, methodology and qualitative research tools, approved by CARE Uganda and Austria.	40 % of total budget	10 days	November 2023/ 15 days after submission of the inception report
Data collection Phase	Desk review, interviews, and field visits to project sites in Gulu, Arua and Terego districts		15 days	November 2023
Data analyses Phase	Analysis of the information/data collected and preparation of draft report; Deliverable 2: Online presentation of initial findings to CARE and draft of the report		10 days	December 2023
Evaluation report phase	Deliverable 3: Draft Evaluation Report, for comment by project team and CARE Austria		10	December 2023
	Deliverable 4: Validation/ learning session with key stakeholders in Acholi (Gulu) and West Nile (Arua and Terego).		05	January 2024
	Deliverable 5: Final Evaluation Report	60%	05	21st January 2024

Deliverables.

The consultant is, expected to lead, accomplish, and submit the following deliverables within the agreed timeframe and budget:

- Inception report (about 10-15 pages without annexes): It which will serve as an agreement between parties on how the evaluation will be conducted. It must include an Evaluation Matrix and be in alignment with TOR and ADA guidelines⁸. Items to address: ▪ Understanding of the issues and questions raised in the ToR.

- specific research design including final methodological approach, sample size calculation, interview schedule, interview topic guide, structured field visits, Appropriate validated draft data collection tools (e.g., methodological guidelines, group interview questions) and data to be used in the evaluation.
- Schedule of activities and traveling (work plan), Structure of the report; Evaluation matrix
- Proposal for a learning event/validation of evaluation findings in Gulu, Arua and Terego districts.
- Detailed budget

- **Online presentation of preliminary findings**, including a PowerPoint presentation.

- **Validation/ learning meeting:**

The meeting will be with project participants and key stakeholders such as District Local Government representatives, Office of the Prime minister, Local councils, RWCs, other Implementing partners to present and discuss key findings and recommendations of the evaluation report, and key actions in response to the report.

- **Draft report:**

- the ADA Result Assessment Form (RAF) 10 and the CARE gender marker vetting form.
- an executive summary, display impact early in the report, present key findings, clear and actionable lessons learned and recommendations, as well as shareable evidence.
- description of the full evaluation approach making explicit the underlying assumptions, challenges, strengths, weaknesses about the methods and approach

A max 35-page draft and final evaluation report (in MS Office and PDF for final), excluding annexes and in English. Full reports need to be aligned to the reporting requirements (using ADA guidelines⁹ and content outlined in ToR). It must include:

- **Final Report:**

The revised and finalized report, about 25-30 pages, excluding annexes. The consultants will detail how all received comments have (and have not) been addressed in the final report (feedback matrix according to ADA Guidelines¹¹).

- **Additional materials to be submitted:**

The raw (un-cleaned) and cleaned data set used for running the analysis in any of the following statistical packages (STATA, SPSS, etc.), transcribed qualitative scripts and syntax detailing how each indicator was computed. Field photos, presentations or meeting notes pertaining to the review exercise. Stories of change attributed to the project.

Note: The consulting team must obtain informed consent from the project participants to take their information, photos, or videos in line with the CARE images policy. – The CARE consent forms will be used for this assignment.

7.0 Evaluation Management Arrangements.

The overall supervision of the assignment will be ensured by the CARE Uganda head of Program Quality and learning (PQL Manager). The contact person at the field level will be the CARE Uganda MEAL Advisor under Gender Justice Program, supported by the project's MEAL Coordinator and partner MEAL Officers.

CARE roles and responsibilities	The consultant team's primary roles
<ul style="list-style-type: none"> • Share all the necessary documents (including baseline report, project documents, relevant tools and endline survey findings) to the consultant to finalize the methodology) • Review, approve and provide feedback to the inception report, tools, and project evaluation report. • Provide guidance, relevant contacts that may be required, and coordination through all the phases of the evaluation. • Monitoring the field data collection process to ensure quality control is imbedded in the process. • Provide support to the technical lead consultant in orientation and training of enumerators, and coordination of field visits to the sampled locations. • Provide overall technical oversight role to the execution of the assignment, to ensure that all the required feedback and approvals are obtained from the relevant departments and stakeholders, including CARE Austria and ADA. 	<ul style="list-style-type: none"> • Develop an inception report, detailing the methodology- stakeholders to be interviewed, tools to be developed, time frame for the evaluation and budget. • Holds the overall management responsibility of the evaluation, including designing and carrying out the evaluation, drafting the final report and debriefing the project team and key stakeholders. • Liaise with CARE Project staff and Country office Program Quality unit throughout the process, providing weekly updates and seeking their input and advice where necessary. • Sign the CARE Uganda Safeguarding Policy and abide by the terms and conditions thereof.

8.0 Qualifications and experience.

A team of at least two consultants will conduct the evaluation - one Team Leader (with international experience and exposure to projects and evaluations in other regions globally, from Uganda or abroad) and one National expert (based in Uganda with expertise in the relevant area). The consultants should not have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities. The two consultants are expected to submit a joint proposal consisting of both a technical and financial proposal and avail evidence-based information that is credible, reliable, and useful.

The ideal consultants should have a minimum of master's degree in Gender studies, Development studies, or related qualifications in public health, social sciences, or any other relevant field such as financial inclusion, economic empowerment of women and youth.

Required Experience

- At least 8 years' experience working on humanitarian and development projects, with a focus on women, girls, and other vulnerable and marginalized groups and experience in monitoring and evaluation of humanitarian and development projects, with a focus on gender related programming for women, girls, and other vulnerable and marginalized groups.
- Team leaders should have conducted as their lead at least three regional evaluations in the last five years, ideally in the relevant field. They should have demonstrated experience in participatory evaluation methodology and tools including those mentioned above (e.g., Most Significant Change, Outcome Harvesting, etc.).
- Experience working in East African region, in particular Uganda.
- Demonstrated understanding of issues related to gender in development and humanitarian programming with a focus on gender-based violence, livelihoods, sexual and reproductive health rights, effective advocacy for gender equality and a human-rights based approach.
- Fluent in English and excellent written skills.
- In the case of several evaluators, the consultant team should be as gender balanced as possible.

9.0 Specification for the submission of offers.

The applicants are expected to submit a technical and financial proposal as two separate documents Maximum 15 pages minus Annexes. CARE will score bids based on technical proposal (70%) and financial proposal (30 %).

- The technical proposal may include the following.
 1. Detailed plan of action for field work indicating staff days required and propose final report format.
 2. Feedback on the Terms of reference
 3. Specific roles and responsibilities of the team leader, supervisory chain, and core team members.
 4. Schedule of activities with clear timelines.
 5. Updated CVs of the core team members.
 6. Profile of the consulting firm/individual (including samples of the most recent evaluation conducted)
 7. References from previous similar work completed, preferably from the most recent assignments.
- The proposed budget should detail all the required costs with justification and clear breakdown.
- Qualified individuals/firms who meet the criteria indicated in the TOR are expected to submit their application through email to UGA.Procurement@care.org by 25th September 2023.

10.0 ANNEXES

Annex 1: Main activities of WAYREP

Key result areas	Key Activities
<p>Result 1: Enhanced sustainable and dignified livelihood for women and youth</p>	<ul style="list-style-type: none"> ● Formation and training of Youth/Village Saving and Loans Associations (Y/VSLA) ● Financial literacy training and IGAs to the Y/VSLA groups ● Multi-Purpose Cash Transfer (MPCT) ● Apprenticeship training to the selected youth ● Establishment of youth spaces and distribute the games and sports and infotainment materials.
<p>Result 2: Reduction of the acceptance of GBV.</p>	<ul style="list-style-type: none"> ● Behavioral change communication through two main approaches ● Role Model Men/Boys (RMM/B) ● SASA! Methodology ● Training on Gender, Equity and Diversity for the community platforms.
<p>Result 3: Enhanced psychosocial support to survivors of GBV.</p>	<ul style="list-style-type: none"> ● Provision of Quality services and support including Psychosocial services, access to referral points, provision of materials support to the survivors of Gender Based Violence and as well as organization for case conferences, coordination meetings. ● Training of formal and informal GBV service providers on various topics including case management, psychosocial support
<p>Result 4: Increased accountability of the Government of Uganda (GoU) on the</p>	<ul style="list-style-type: none"> ● Training of the community advocacy groups and holding reflection meetings to monitor the

implementation of relevant frameworks for women and girls' protection and rights

implementation of the actions generated during the training.

- Joint advocacy for implementation of the exiting GBV policies and frameworks by the duty bearers.
- Implement the Community Score Card (CSC)
- Develop Local Action Plans (LAP)

Annex 2: Summary table of WAYREP outcome indicators to be assessed.

Result Code	Objectives, Intermediate and Immediate Results	Indicators
Overall Objective (OO)	Strengthened resilience of Ugandan & Refugee women and youth to live a life free from violence in Uganda.	
Specific Objective (SO)	Increased self-reliance of Ugandan and refugee Women and Youth in Gulu and Arua Municipalities, Omugo Settlement.	SOI.1 % of women and girls aged 15 years and older subjected to physical, sexual, psychological, or economic violence from an intimate partner in the last 12 months. SOI.2 % of individuals reporting high self-efficacy (SADD)
Result 1		
Result 1.0	Enhanced sustainable and dignified livelihood for women and youth.	% increase in income for targeted women and youth
Intermediate Result 1.1	Increased income opportunities for women and youth.	% of women and youth who have increased capability to perform economic activity
Immediate Result 1:1.1	Women and youth have skills in business development and entrepreneurship	% of women and youth who have increased capability to perform economic activity (SADD) % of women who are active users of financial services (disaggregated by informal and formal services)
Immediate Result 1:1.2	Improved engagement in socio-economic networks.	
Result 2		

Result 2.0	Reduced acceptance for Gender Based Violence in communities	% of respondents rejecting IPV (SADD)
Intermediate Result 2.1	Improved gender equity in households	% of respondents rejecting IPV (SADD)
Immediate Result 2.1:1	Women and youth have agency towards gender equality.	% of respondents with more equitable attitudes and behavior towards gender roles (SADD)
Immediate Result 2:1.2	Men demonstrate positive masculinity.	% of men with a more egalitarian perspective of men and women's rights and privileges
Result 3		
Intermediate Result 3.1	Enhanced quality of services for Gender Based Violence.	Enhanced quality of services for Gender Based Violence.
Immediate Result 3.1.1	Improved capacity of formal and informal GBV service providers.	% of the people satisfied with their experience of GBV services disaggregated by service and sex and age (SADD)
Immediate Result 3.1.2	Enhanced coordination of GBV services.	% of reported GBV cases that were referred (SADD) by local structures to formal GBV services. Functionality of the GBV Coordination system among formal GBV service providers.
Result 4		
Intermediate Result 4.1	Increased action on implementation of relevant frameworks for the protection of women and girls by public authorities.	# of advocacy asks that have been implemented by GOU.

Immediate Result 4.1.1	Communities effectively advocate for the protection of women and girls' socio-economic rights and a life free from violence.	% of women and girls with capacity to engage and to claim their rights with service providers and duty bearers
Immediate Result 4.1.2	Joint advocacy for the implementation of existing GBV policies & frameworks by Duty bearers.	# of CARE/partner-supported collective actions undertaken by organizations/ movements, to present women's and youth's demands to duty bearers

Annex 3: Planned focus areas of next phase of the Strategic Partnership (draft)

Outcome 1: Positive gender norms protect women and girls and advance gender equality & women and girls' social and economic rights. To achieve this outcome; three outputs are proposed; Women and girls experience more gender equal and supportive relationships at home; Communities are more inclusive of women and girls and promote gender equality and Relevant government, political, cultural, and private sector actors support positive norms and practices that advance gender equality.

Outcome 2: Marginalized women and girls have sustainable and dignified livelihoods.

Under this outcome, the planned outputs are: 1. Women and girls have enhanced skills, knowledge, and ability to identify and implement resilient livelihoods activities; 2. Women and girls have increased access to and meaningful participation in socio-economic services and networks and 3. Local market actors are more inclusive to women and youth and promote women and youth-led businesses.

Outcome 3: Women and girls have increased voice and leadership to address and advance their priorities and issues.

The planned outputs include 1. Women and girls claim their rights in formal and informal spaces; 2. Organizations are strengthened in their capacities and networks to better represent women and girl's priorities; 3. Key (government) public/private stakeholders are more accountable and responsive to demands of women and girls for gender equality and women economic justice.

³³

³³ 1 Theory of Change (link) and other information and documentation on the WAYREP project can be found here: <https://experts.care.at/projects/women-and-youth-resilience-project-wayrep-aut920/>

2 <https://www.betterevaluation.org/methods-approaches/approaches/outcome-harvesting>

3 <https://genderinpractice.care.org/program-cycle/monitoring-and-evaluation/>

4 <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

5 ADA Evaluation Policy

6 ADA Guidelines for Programme and Project Evaluations

7 http://apps.who.int/iris/bitstream/handle/10665/65893/WHO_FCH_GWH_01.1.pdf?sequence=1&isAllowed=y

8 ADA Quality Checklist for Inception Report, ADA Guidelines for Programme and Project Evaluations Annex 5

9 See ADA Quality Checklist for Evaluation Report, ADA Guidelines for Programme and Project Evaluations Annex 6

10 See ADA Results Assessment Form (RAF), ADA Guidelines for Programme and Project Evaluations annex 9.

11 See ADA Feedback Matrix, ADA Guidelines for Programme and Project Evaluations annex 8

Annex 2: Evaluation Matrix

The below evaluation matrix outlines the main evaluation questions, choice of indicators, sources and methods used to answer the evaluation questions. The tick boxes illustrate how data will be triangulated and mapped against each evaluation question. Research questions included in the TOR but not included in the Inception Report are highlighted on page 9-10 above in the section on evaluation questions and adaptations to the TOR.

Focus Area	Indicator	Source and Target group						
		1: Existing Data		2: Outcome Harvesting				
		Systematic document review	Data from the quantitative endline assessment	<i>KIIs with CARE and partners</i>	<i>FGDs with women and youth</i>	<i>FGDs with CBS</i>	<i>Group interviews with GBV service providers</i>	<i>FGDs with other stakeholders</i>
Evaluation criterion: Effectiveness								
Evaluation Question 1: To what extent has the project achieved the project's planned objectives, expected results and indicators (disaggregation by sex, age and location, i.e., urban, rural and refugee communities)?								
Livelihoods	1.1: Evidence of WAYREP achieving enhanced sustainable and dignified livelihoods for women and youth (disaggregation by sex, age, and location, i.e., urban, rural, refugee communities).	✓	✓					
Acceptance of GBV	1.2: Evidence of WAYREP achieving reduced acceptance for Gender Based Violence in communities (disaggregation by sex, age and location, i.e., urban, rural and refugee communities).	✓	✓					

Focus Area	Indicator	Source and Target group						
		1: Existing Data		2: Outcome Harvesting				
		Systematic document review	Data from the quantitative endline assessment	<i>Kilis with CARE and partners</i>	<i>FGDs with women and youth</i>	<i>FGDs with CBS</i>	<i>Group interviews with GBV service providers</i>	<i>FGDs with other stakeholders</i>
Support for survivors	1.3: Evidence of WAYREP providing enhanced support to GBV survivors (disaggregation by sex, age and location, i.e., urban, rural and refugee communities).	✔	✔					
Accountability of Government of Uganda (GoU)	1.4: Evidence of WAYREP achieving increased accountability of the Government of Uganda on the implementation of relevant frameworks for women and girls' protection and rights (disaggregation by location).	✔	✔					
Evaluation criterion: Impact								
Evaluation Question 2: What difference does the project make for the main target group (women, girls, and youth at risk of GBV)?								
Livelihoods	2.1: Evidence of significant change in sustainable and dignified livelihoods for women and youth. <i>How are the results demonstrated across different population groups - gender, age (e.g., youth) and locations? Why?</i>	✔	✔	✔	✔	✔		

Focus Area	Indicator	Source and Target group						
		1: Existing Data		2: Outcome Harvesting				
		Systematic document review	Data from the quantitative endline assessment	<i>KIIs with CARE and partners</i>	<i>FGDs with women and youth</i>	<i>FGDs with CBS</i>	<i>Group interviews with GBV service providers</i>	<i>FGDs with other stakeholders</i>
Acceptance of GBV	<p>2.2: Evidence of significant reduction in the acceptance for Gender Based Violence in communities</p> <p><i>How are the results demonstrated across different population groups - gender, age (e.g., youth) and locations? Why?</i></p>	✓	✓	✓	✓	✓	✓	
Support for survivors	<p>2.3: Evidence of significant change in support for survivors of GBV.</p> <p><i>How are the results demonstrated across different population groups - gender, age (e.g., youth) and locations? Why??</i></p>	✓	✓	✓	✓	✓	✓	
Accountability of GoU	<p>2.4: Evidence of significant change in the accountability of the Government of Uganda for the implementation of relevant frameworks for women and girls' protection and rights?</p> <p><i>How are the results demonstrated across different population groups - gender, age (e.g., youth) and locations? Why?</i></p>	✓	✓	✓	✓	✓	✓	✓

Focus Area	Indicator	Source and Target group						
		1: Existing Data		2: Outcome Harvesting				
		Systematic document review	Data from the quantitative endline assessment	<i>KIIs with CARE and partners</i>	<i>FGDs with women and youth</i>	<i>FGDs with CBS</i>	<i>Group interviews with GBV service providers</i>	<i>FGDs with other stakeholders</i>
Positive unintended consequences	2.5: Evidence of unintended positive consequences.	✓	✓	✓	✓	✓	✓	✓
Negative unintended consequences	2.6: Evidence of unintended negative consequences.	✓	✓	✓	✓	✓	✓	✓
Pathways to change	2.7: Evidence of the pathways to change. How did change take place?	✓	✓	✓	✓	✓	✓	✓
Evaluation criterion: Sustainability								
Evaluation Question 3. Based on the project participants' perspectives, did the project contribute to increasing self-reliance and economic and social resilience among women and youth so that they experience less GBV?								
Self resilience and reliance	3.1: Evidence of changes in self resilience and reliance			✓	✓	✓		
Activities – self-reliance	3.1: Evidence of activities strengthening self-reliance and resilience?	✓	✓	✓	✓	✓		

Focus Area	Indicator	Source and Target group						
		1: Existing Data		2: Outcome Harvesting				
		Systematic document review	Data from the quantitative endline assessment	<i>KIIs with CARE and partners</i>	<i>FGDs with women and youth</i>	<i>FGDs with CBS</i>	<i>Group interviews with GBV service providers</i>	<i>FGDs with other stakeholders</i>
Good practices	3.2: Evidence of good practices in terms of implementation or approaches used during project?	✓	✓	✓	✓	✓		
Practices to avoid	3.3: Evidence of any practices that should be avoided in future interventions?	✓	✓	✓	✓	✓		
Challenges	3.4: Evidence of challenges at individual, household and community level are still pertinent and continue to limit the self-reliance and economic and social resilience of the beneficiaries?	✓	✓	✓	✓	✓		
Social and economic shocks	3.5: Evidence of beneficiaries' ability to deal with social and economic shocks?	✓	✓	✓	✓	✓		
Evaluation Question 4. To what extent has the project engaged key stakeholders (e.g., local authorities and cultural leaders) to support gender equality, women's empowerment and the prevention of and response to GBV?								
Lessons learnt for engaging	4.1: Evidence of lessons learned for successfully engaging duty bearers to promote gender equality and women and girls' rights?	✓	✓	✓			✓	✓

Focus Area	Indicator	Source and Target group						
		1: Existing Data		2: Outcome Harvesting				
		Systematic document review	Data from the quantitative endline assessment	<i>KIIs with CARE and partners</i>	<i>FGDs with women and youth</i>	<i>FGDs with CBS</i>	<i>Group interviews with GBV service providers</i>	<i>FGDs with other stakeholders</i>
duty bearers - what to do								
Lessons learnt for engaging duty bearers - what not to do	4.2: Evidence of lessons learned in terms of what not to do when engaging duty bearers to promote gender equality and women and girls' rights?	✓	✓	✓			✓	✓
Evaluation Question 5. What is the capacity and motivation of the community structures to continue their role beyond the project?								
Weaknesses	5.1: Evidence of their weaknesses of community structures?	✓	✓			✓		✓
Strengths	5.2: Evidence of their strengths of community structures?	✓	✓			✓		✓

Annex 3: Table on Triangulation of Findings

Finding	Document Review	Quantitative Endline Assessment	Outcome Harvesting Primary Data Collection	Outcome Harvesting Selection Workshop	Outcome Harvesting Substantiation	Outcome Harvesting Findings Workshop
Evaluation Question 1: To what the extent did the project achieved the project’s planned objectives, expected results and indicators.						
Finding A: Evidence points to an increase in income across groups, but especially for younger women aged 15-19 years old.	X	X				
Finding B: Average weekly income is lower for younger social actors.	X	X				
Finding C: Enhanced skills in business development and entrepreneurship, but young women less likely to develop business plans compared to older women.	X	X				
Finding D: Improved engagement in socio-economic networks for both women and men but younger people and those from Omugo Settlement were less likely to participate in savings groups.	X	X				
Finding E: Increased confidence and self-reliance, but younger women still lag behind on confidence.	X	X				
Finding F: Enhanced financial management and savings habits, Omugo Settlement had the lowest amounts saved in VSLAs and YSLAs limitation the opportunities for social actors to use these funds for business growth.	X	X				
Finding G: Experiences of GBV in the last 12 months had decreased since baseline but were still high at Endline.	X	X				

Finding	Document Review	Quantitative Endline Assessment	Outcome Harvesting Primary Data Collection	Outcome Harvesting Selection Workshop	Outcome Harvesting Substantiation	Outcome Harvesting Findings Workshop
Finding H: More participants were rejecting Intimate Partner Violence at the End Line compared to the baseline.	X	X				
Finding I: Rejection of Intimate Partner Violence (IPV) is high across all age groups and genders, ranging from 84.2% to 88.1% for females and 85.7% to 100% for males.	X	X				
Finding J: Increased support for gender equitable norms.	X	X				
Finding K: Increase attitudes and behaviour towards more equitable gender behaviours.	X	X				
Finding L: Men hold more equitable perspective on men's and women's rights.	X	X				
Finding L: There was increased reporting of GBV and more support for survivors.	X	X				
Finding M: Survivors of GBV are more likely to have mechanisms to express dissatisfaction with inappropriate treatment by local government or service providers.	X	X				
Finding N: Communities effectively advocate for the protection of women and girls' socio-economic rights and a life free from violence.	X	X				
Evaluation Question 2: What difference did the project make for the main target group.						
Women and youth started new microenterprises (OS1)	X	X	X	X	X	X

Finding	Document Review	Quantitative Endline Assessment	Outcome Harvesting Primary Data Collection	Outcome Harvesting Selection Workshop	Outcome Harvesting Substantiation	Outcome Harvesting Findings Workshop
Women and youth invested in productive assets - smart phone, building materials, businesses (OS1)	X	X	X	X	X	X
Women gave their husbands money to start a new business - e.g., shop.	X	X	X	X		
Women and youth's savings increased for participants in VSLAs and YSLAs.	X	X	X	X		
Non-WAYREP beneficiaries started crowing-in and joined savings groups (OS1)	X	X	X	X	X	X
Women increased their confidence, agency and voice (OS1)	X	X	X	X	X	X
Women used VSLA's and YSLAs as a way to develop leadership skills (OS1)	X	X	X	X	X	X
Men took on some more housework as women's income increased (OS1)	X	X	X	X	X	X
Women's literacy allowed them to support their children with homework	X	X	X	X		
Women's literacy allowed them to follow religious teachings more independently	X	X	X	X		
Women's literacy enabled them to read medical prescriptions on their own.	X	X	X	X		

Finding	Document Review	Quantitative Endline Assessment	Outcome Harvesting Primary Data Collection	Outcome Harvesting Selection Workshop	Outcome Harvesting Substantiation	Outcome Harvesting Findings Workshop
Husbands showed more trust of wives and gave them their ATM cards to use.	X	X	X	X		
Religious and cultural leaders targeted money lenders and demanded they return the ID cards of lenders who have not repaid their loans (OS4)	X	X	X	X	X	X
Relationships between the host community and refugee community improved in Omugo Settlement when refugees gained economic power.	X	X	X	X		
There was more peace and harmony in the home as women became financially empowered.	X	X	X	X		
The way communities conceived of GBV shifted from seeing it as a personal issue to seeing it as a criminal issue.	X	X	X	X		
Reduced spending on gambling and a change in the social acceptance of gambling among some men (OS2)	X	X	X	X		
Men in Omugo Settlement and Omugo Subcounty, together with cultural and religious leaders, intervened to prevent child marriage (OS4)	X	X	X	X	X	X
Women and men felt more powerful and equipped to challenge GBV in neighbours' homes.	X	X	X	X		
Case Conferences enabled a new system for dealing with GBV cases (OS3)	X	X	X	X	X	X

Finding	Document Review	Quantitative Endline Assessment	Outcome Harvesting Primary Data Collection	Outcome Harvesting Selection Workshop	Outcome Harvesting Substantiation	Outcome Harvesting Findings Workshop
Case conference partners built their skills during case conferences (OS3)	X	X	X	X	X	X
Actors along the GBV referral pathway built their intra-personal relationships making referrals easier (OS3)	X	X	X	X		
Reduced corruption along the GBV service pathway in the public system (OS 3)	X	X	X	X	X	X
UNSCR 1325 was localized in Gulu City and Arua City and awaiting certification from the Attorney General (OS4)	X	X	X	X		
WAYREP staff and Care Uganda lobbied the Government of Uganda to provide GBV services during the COVID19 pandemic lockdown.	X	X	X	X		
Stakeholders and Arua and Terego are creating gender aware frameworks and legislation (OS4)	X	X	X	X	X	X
SASA! Activists and Role Model Men advocated for secure land rights for married women and widows on an individual basis.	X	X	X	X		
A new police post was set up in an effort to address community safety and security and prevent potential sexual violence in Arua City (OS4)	X	X	X	X	X	X
Some men stepped back from IGAs as their wife took on this role	X	X	X	X		

Finding	Document Review	Quantitative Endline Assessment	Outcome Harvesting Primary Data Collection	Outcome Harvesting Selection Workshop	Outcome Harvesting Substantiation	Outcome Harvesting Findings Workshop
Role Model Men were accused of being sexually interested in the wives of their neighbours	X	X	X	X		
Evaluation Question 3: To what the extent did the project contributed to increased self-reliance and economic and social resilience						
The outcome harvesting team identified key pathways to change that were observed in the project's implementation.			X	X		
The outcome harvesting team found evidence of fives changes in the self-resilience and self-reliance of social actors and change agents.			X	X		
The outcome harvesting team found seven main activities strengthen self-reliance and resilience.			X	X		
The outcome harvesting team found specific good practices.			X			
The outcome harvesting team found four practices should be avoided.			X			
The outcome harvesting process revealed that despite the project's significant achievements, several persistent challenges remained at the individual, household, community, and institutional levels.			X	X		
The outcome harvesting team found six factors that evidence social actors ability to deal with social and economic shocks.			X	X		
Evaluation Question 4: To what extent has the project engaged key stakeholders						

Finding	Document Review	Quantitative Endline Assessment	Outcome Harvesting Primary Data Collection	Outcome Harvesting Selection Workshop	Outcome Harvesting Substantiation	Outcome Harvesting Findings Workshop
The outcome harvesting team found eight lessons learnt when engaging stakeholders.			X			
Evaluation Question 5: What is the capacity and motivation of the community structures to continue their role beyond the project?						
The outcome harvesting team found one main weakness and four strengths in community structures ability to continue beyond the project.			X			

Annex 4: Data collection instruments

TOOL 1.1: INTERVIEW WITH CARE AND PARTNERS

Purpose: in the interview protocol we aim to get an overview of how any known outcomes may have evolved and identify any potential unintended outcomes.

Outcome Harvesting Interview	
First Round: Outcome Identification	
Name of the Participant:	
Target Group:	
Interviewee:	
Relevant Interviewee Demographic Information:	
Date of Interview:	

INTRODUCTION

1. Can you tell me about your work in WAYREP, how you have been involved and what components you have been working on?

MAIN QUESTION 2: What difference does the project make for the main target group (women, girls, and youth at risk of GBV)?

2. Overall, what changes have you observed in the livelihood of women and youth? Probe for:
 - a. Change in income.
 - b. Capability/capacity of targeted women and youth to perform economic activities
 - c. Use of formal and/or informal financial services;
 - d. Women's and youths' skills in business development and entrepreneurship
 - i. What differences have you noticed across age, gender and location? Have you noticed any surprises?
3. What difference/change have you observed in the acceptance of GBV in the targeted communities? Probe for:

- a. Changes in current practices by women and youth victimized by IPV; capacity of women and youth to reject IPV; adoption of the behaviour of rejecting IPV by women and youth
 - b. Changes in adoption and support for more gender equitable norms in the household
 - c. What differences have you noticed across age, gender and location? Any surprises?
 - i. What differences have you noticed across age, gender and location? Have you noticed any surprises?
4. Have you noticed any difference in support for survivors of GBV in the targeted communities? Please explain. Probe for project contribution to:
- a) Changes in the quality ,of GBV services
 - b) Satisfaction of GBV service users with their experience with GBV services
 - c) Strengthening the referral process/pathway
 - d) Capacity of local structures to refer GBV cases to formal GBV services
 - e) Relationships/partnerships between local structures and formal GBV service providers
 - f) Functionality of the GBV Coordination system
 - 1. What differences have you noticed across age, gender and location? Have you noticed any surprises?
5. Has the Government of Uganda implemented any relevant frameworks for women and girls' protection and rights? Probe for:
- a. At what level has change happened: district, city, parish?
 - b. What exact frameworks?
 - c. What are they now able to do differently?
6. How responsive are Government stakeholder to the asks and priorities of women and girls? Has anything changed?
7. What unintended positive consequences have you observed? What were you not expecting to change that did change?
8. What unintended positive consequences have you observed? Where there any negative changes that happened?

MAIN QUESTION 3. Based on the project participants' perspectives, did the project contribute to increasing self-reliance and economic and social resilience among women and youth so that they experience less GBV? In particular:

- 9. To what extent has self-resilience improved among beneficiaries (positive or negative)?
Examples?
- 10. What specific activities, or combination of activities contributed most to women's self-reliance? (women's self-reliance is operationally defined as: project beneficiaries enjoying adequate, dignified livelihoods, practicing self-efficacy and rejecting unjust and unequal power relations and structures between genders)
 - a. What good practice examples are there?

- b. What should be avoided?
- 11. What are the three main challenges that still need to be addressed to help women build their resilience? For example, challenges at individual, household and community levels.

MAIN QUESTION 4. To what extent has the project engaged key stakeholders (e.g., local authorities and cultural leaders) to support gender equality, women’s empowerment and the prevention and response to GBV?

- 12. What are the top three lessons learned for successfully engaging duty bearers to promote gender equality and women and girls’ rights?
 - a. What would you replicate?
- 13. What are lessons learned, in terms of what not to do when engaging duty bearers to promote gender equality and women and girls’ rights?
 - a. What would you do differently?

MAIN QUESTION 5. What is the capacity and motivation of the community structures to continue their role beyond the project?

- 14. What is the capacity and motivation of the community structures to continue their role beyond the project?
- 15. What may threaten the ability of continuity of community structures to continue the work beyond the project?

Recommendations for the next phase

- 16. Imagine you are tasked with designing GEAR, the follow up program.
 - a) Which components of WAYREP would recommend for carrying forward? Why?
 - b) Which components of WAYREP would you drop? Why?

TOOL 1.2: FGD WITH THE IMPACT GROUP

Purpose: in the interview protocol we aim to get an overview of how any known outcomes may have evolved and identify any potential unintended outcomes.

Outcome Harvesting Interview	
First Round: Outcome Identification	
Impact group (women, men, youth):	
Age:	
Location:	

Facilitator:	
Note taker:	
Number of participants:	
Date of FGD:	

INTRODUCTION

MAIN QUESTION 2: What difference does the project make for the main target group (women, girls, and youth at risk of GBV)?

1. Can you tell me about your participation in WAYREP?
 - a. What activities were you involved in?
2. What are the key changes you have experienced (positive and negative) at different levels?
 - a. Individual;
 - b. Family;
 - c. Community/ government?
3. How does your current household livelihood situation compare with before the project? (positive, negative change)
 - a. Change in income;
 - b. Capability/capacity to perform economic activities;
 - c. Use of formal and/or informal financial services;
 - d. Business development and entrepreneurship (this includes: business planning, enterprise selection, management, record keeping, stock taking, etc.)
4. In _____ (your location) have you noticed any changes in the acceptance of violence against women?
 - a. Currently, what do you (women and youth in this community) do when experiencing violence in the home? Have their practices changed in any way? Examples?
5. Have you seen or experienced shifts in the role of women and men within your community?
 - a. Have you witnessed any changes in the way gender roles are divided between men/males and women/females? Who does what tasks such as these in the home (housework, childcare, income earning work)?
 - b. Have you witnessed any changes in the way that women and men communicate with each other in the home? In the community (group settings)?
 - c. Have you witnessed any backlash against WAYREP activities? Example?
 - d. Were there any surprising changes in the home, or community?
 - e. What factors do you believe may be driving these changes? What is making this change happen?

6. Please comment on the quality of GBV services in this community. Has the quality changed in any way in the past 2, 3 or 4 years? (if applicable to the group)
7. When did the changes mentioned above occur?

Change	When it occurred
Change in livelihood (income; capacity to perform economic activities; use of formal and/or informal financial services; and business development and entrepreneurship	
Changes in the acceptance of violence against women	
Shifts in the role of women and men within community	

MAIN QUESTION 3. Based on the project participants’ perspectives, did the project contribute to increasing self-reliance and economic and social resilience among women and youth so that they experience less GBV? In particular:

1. Have you noticed any change in your ability to bounce back from challenges or difficult experiences over the last four years?
2. What contributed to this change, or what made this change possible?
3. Can you name three common difficulties that limit women's access to equal rights and respect at home and within the broader community?
4. Can you name three common difficulties that limit women's economic activities?

Recommendations for the next phase

5. Imagine you are tasked with designing WAYREP’s follow-up program;
 - a. What activities should be continued to bring about more equality between women and men?
 - b. What activities are missing and should be added?
 - c. What activities should be dropped? Or which were of less value.
6. Would you like to add anything on what has changed in your life since being involved in WAYREP?

TOOL 1.3: INTERVIEW WITH COMMUNITY-BASED STRUCTURES

Purpose: in the interview protocol we aim to get an overview of how any known outcomes may have evolved and identify any potential unintended outcomes.

Outcome Harvesting Interview
First Round: Outcome Identification

Name of community-based structure:	
Location:	
Facilitator:	
Note taker:	
Number of participants:	
Date of FGD:	

INTRODUCTION

17. Can you tell me about your work in WAYREP, how you have been involved?

MAIN QUESTION 2: What difference does the project make for the main target group (women, girls, and youth at risk of GBV)?

18. What are the key changes you have experienced (positive and negative) at different levels?

- a. Individual
- b. Family
- c. Community/ government?

19. Overall, what changes have you observed in the livelihoods of women and youth? Probe for:

- a. Change in income;
- b. Capability/capacity of targeted women and youth to perform economic activities.
- c. Use of formal and/or informal financial services.
- d. Business development and entrepreneurship (this includes business planning, enterprise selection, management, record keeping, stock taking, etc.);
 - i. What differences have you noticed across:
 1. Age,
 2. Gender
 3. Location?
 - ii. Have you noticed any surprises or something unexpected (positive or negative)?

20. What difference/change have you observed in the acceptance of GBV in the targeted communities? Probe for:

- a. Changes in current practices by women and youth victimized by IPV (intimate partner violence), the capacity of women and youth to reject IPV, the adoption of the behaviour of rejecting IPV by women and youth.
- b. Changes in adoption and support for more gender equitable norms in the household
- c. What differences have you noticed across:
 - i. Age,

- ii. Gender
 - iii. Location?
 - d. Have you noticed any surprises?
- 21. Have you noticed any difference in support for survivors of GBV in the targeted communities? Please explain. Probe for project contribution to:
 - g) Changes in the quality of GBV services
 - h) Satisfaction of GBV service users with their experience with GBV services
 - i) Strengthening the referral process/pathway
 - j) Capacity of local structures to refer GBV cases to formal GBV services.
 - k) Relationships/partnerships between local structures and formal GBV service providers
 - l) Functionality of the GBV Coordination system
 - 1. What differences have you noticed across:
 - i. Age,
 - ii. Gender
 - iii. Location?
 - 2. Have you noticed any surprises?
- 22. Has the Government of Uganda implemented any relevant frameworks (laws, policies, strategies) for women and girls' protection and rights? Probe for:
 - a. At what level has change happened: district, city, parish?
 - b. What are they now able to do differently?
- 23. What unintended positive consequences have you observed? What were you not expecting to change that did change?
- 24. Where there any negative changes that happened?
- 25. When did the changes mentioned above occur?

Change	When it occurred
Change in livelihood (income; capacity to perform economic activities; use of formal and/or informal financial services; and business development and entrepreneurship	
Changes in the acceptance of violence against women	
Changes in adoption and support for more gender equitable norms in the household	
Support for survivors of GBV in the targeted communities	

MAIN QUESTION 3. Based on the project participants' perspectives, did the project contribute to increasing self-reliance and economic and social resilience among women and youth so that they experience less GBV? In particular:

26. To what extent has self-reliance improved among beneficiaries (positive or negative) over the past four years? Examples?
27. What specific activities, or combination of activities contributed most to women's self-reliance? **(women's self-reliance is operationally defined as: project beneficiaries enjoying adequate, dignified livelihoods, practicing self-efficacy and rejecting unjust and unequal power relations and structures between genders)**
 - a. What good practice examples are there?
 - b. What should be avoided?
28. What are the three main challenges that still need to be addressed to help women build their resilience? For example, challenges at individual, household and community levels.

MAIN QUESTION 4. To what extent has the project engaged key stakeholders (e.g., local authorities and cultural leaders) to support gender equality, women's empowerment and the prevention and response to GBV?

29. What are the top three lessons learned for successfully engaging duty bearers to promote gender equality and women and girls' rights?
 - a. What would you replicate?
30. What are lessons learned, in terms of what not to do when engaging duty bearers to promote gender equality and women and girls' rights?
 - a. What would you do differently?

MAIN QUESTION 5. What is the capacity and motivation of the community structures to continue their role beyond the project?

31. What is the capacity and motivation of you and your colleagues to continue their role beyond the project?
32. What may threaten the ability of community structures to continue their work beyond the project?

Recommendations for the next phase

33. Imagine you are tasked with designing WAYREP's follow-up program.
 - c) What components of WAYREP would you recommend for carrying forward? Why?
 - d) What components of WAYREP would you drop? Why?

TOOL 1.4: INTERVIEW WITH GBV SERVICE PROVIDERS

Purpose: in the interview protocol we aim to get an overview of how any known outcomes may have evolved and identify any potential unintended outcomes.

Outcome Harvesting Interview	
First Round: Outcome Identification	
Name of the GBV service provider:	

Location:	
Facilitator:	
Note taker (if different):	
Number of participants:	
Date of Interview:	

INTRODUCTION

34. Can you tell me about your work in WAYREP, how you have been involved?

MAIN QUESTION 2: What difference does the project make for the main target group (women, girls and youth at risk of GBV)?

35. What difference/change have you observed in the acceptance of GBV in the targeted communities? Probe for:
- a. Changes in current practices by women and youth victimized by IPV; capacity of women and youth to reject IPV; adoption of the behaviour of rejecting IPV by women and youth.
 - i. When did these changes occur?
 - b. Changes in adoption and support for more gender equitable norms in the household
 - i. What differences have you noticed across:
 1. Age,
 2. Gender
 3. Location?
 - ii. Have you noticed any surprises?
 - iii. When did these changes occur?
36. Have you noticed any difference in support for survivors of GBV in the targeted communities? Please explain. Probe for project contribution to:
- m) Changes in the quality of GBV services.
 - n) Satisfaction of GBV service users with their experience with GBV services.
 - o) Strengthening the referral process/pathway.
 - p) Capacity of local structures to refer GBV cases to formal GBV services.
 - q) Relationships/partnerships between local structures and formal GBV service providers.
 - r) Functionality of the GBV Coordination system
37. What changed in your work (positive changes and negative changes)?
38. Has the Government of Uganda implemented any specific GBV frameworks (laws, policies, strategies) for women and girls' protection and rights? Probe for:
- a. At what level has change happened: district, city, parish?
 - b. What are they now able to do differently?
39. What unintended positive consequences have you observed? What were you not expecting to change that did change?
40. What unintended positive consequences have you observed? Were there any negative changes that happened?

MAIN QUESTION 4. To what extent has the project engaged key stakeholders (e.g., local authorities and cultural leaders) to support gender equality, women’s empowerment and the prevention and response to GBV?

- 41. What gaps did the project address in regard to key stakeholders’ (e.g., local authorities and cultural leaders) capacity to support gender equality, women’s empowerment and the prevention and response to GBV?
 - a. How effective were the engagement strategies/approaches?
 - b. What approaches/strategies did the WAYREP hand (pass on) to the key stakeholders for supporting gender equality, women’s empowerment and the prevention and response to GBV; and promote gender equality and women and girls’ rights?
 - i. How friendly, localized, contextually relevant, and sustainable are these approaches/strategies?
 - c. To what extent do the key stakeholders own the efforts to support gender equality, women’s empowerment and the prevention and response to GBV?
 - d. What are the lessons learned for successfully engaging duty bearers?
- 42. How satisfied were you with the way you were involved?

MAIN QUESTION 5. What is the capacity and motivation of the community structures to continue their role beyond the project?

- 43. What may threaten the ability of GBV providers to continue with the work they have been doing in WAYREP?
- 44. What about the community-based structures, what may threaten their ability to continue the work they have been doing in WAYREP?

Recommendations for the next phase

- 45. Imagine you are tasked with designing GBV service provision for WAYREP’s follow-up program.
 - e) Which components of WAYREP would recommend carrying forward? Why?
 - f) Which components of WAYREP would you drop? Why?

TOOL 1.5: INTERVIEW WITH OTHER STAKEHOLDERS E.G., LOCAL AUTHORITIES AND CULTURAL LEADERS Purpose: in the interviews protocol we aim to get an overview of how any known outcomes may have evolved and identify any potential unintended outcomes.

Outcome Harvesting Interview	
First Round: Outcome Identification	
Type of stakeholder:	

Location:	
Facilitator:	
Note taker:	
Number of participants:	
Date of KII:	

INTRODUCTION

46. Can you tell me about your involvement in WAYREP, how you have been involved?

MAIN QUESTION 2: What difference does the project make for the main target group (women, girls and youth at risk of GBV)?

Government only

47. Has the local government implemented any **specific** frameworks (laws, bylaws, ordinances, strategies) for women and girls' protection and rights? Probe for:
- At what level has change happened: district, city, parish?
 - When were these implemented?
 - Why? What drove forward the change?

All

- To what extent did you witness any change in your community due to WAYREP (positive and negative changes)?
- What measures/actions are still missing at the district, city, parish level so as to ensure women and girls' protection and rights?
- What is still missing to increase income generation (missing piece to the puzzle)?
- What unintended positive consequences have you observed as a result of the change in frameworks or legislation or systems/functionality? What were you not expecting to change that did change?
- Where there any negative changes that happened?
- How satisfied were you with how the project engaged you? What would you change?

MAIN QUESTION 4. To what extent has the project engaged key stakeholders (e.g., local authorities and cultural leaders) to support gender equality, women's empowerment and the prevention and response to GBV?

54. What are lessons learned, in terms of how to engage you (local authorities/cultural leaders)?

MAIN QUESTION 5. What is the capacity and motivation of the community structures to continue their role beyond the project?

55. What is your specific interest (if any) to continue implementing frameworks or actions that support gender equality, women's empowerment and the prevention and response to GBV beyond the project?
56. What are the three main bottlenecks that may stop or prevent you from continuing to work on this area beyond the project?

Recommendations for the next phase:

57. Imagine you are tasked with designing the WAYREP follow-up program where work will be done with local authorities/religious leaders:
 - g) Which components of WAYREP would recommend for carrying forward? Why?
 - h) Which components of WAYREP would you drop? Why?

TOOL 2: SUBSTANTIATION INTERVIEW PROTOCOL

Because Secondary/Tertiary Interviews are often working to fill gaps, it is hard to fully build out a sample protocol as a template. We have included some general suggestions below, but the aim of Secondary and Tertiary Interviews is to increasingly unpack the more ambiguous or obtuse details of the outcome(s) identified in previous steps, so some inter What has been the collective effect of grantees' engagement in policy-making on the national government's approach to inclusion? views might be very targeted, while others, depending on what has already been clarified, might be more reaffirming of the process taken to achieve the outcome or its benefits.

Outcome Harvesting Interview

Second Round: Outcome Substantiation

Name of the Effort:

Sample Group:

Interviewee:

Relevant Interviewee Demographic Information:

Date of Interview:

- 1 To what extent do you agree with the above outcome statement? (strongly disagree – strongly agree).
- 2 How did [brief **description** of outcome in question] start?
- 3 What was the **motivating factor** for engagement?
- 4 **How** did [brief description of outcome in question] start?
- 5 How did WAYREP **contribute** to the outcome?
 - i. Who else was necessary in making the outcome come to fruition?
- 6 What was the implementing organization’s explicit **contribution**? Do you think the outcome would have happened if [Implementing Organization] was not involved?
- 7 What is the **significance** of the outcome? How will the outcome contribute to broader ecosystem change, goals, or organization priorities?
- 8 What are we missing in [brief **description** of outcome in question] outcome?
 - a.) are we missing any **changes** or impact?
 - b.) what are we missing for this outcome?
 - c.) is there anything that contradicts this outcome

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Annex 6: List of Stakeholders Involved in the Data Collection

Position	Gender		Location				
	Male	Female	Works Across Locations	Arua City	Gulu City	Omugo Settlement	Omugo Sub County
WAYREP Staff							
CEFORD Project Coordinator	M			Yes		Yes	Yes
CEFORD Project Officer-Women Economic Empowerment		F		Yes		Yes	Yes
CEFORD Project Officer-GBV Prevention and Response		F		Yes		Yes	Yes
THRIVE Gulu Project Coordinator	M				Yes		
THRIVE Gulu- MEL Officer	M				Yes		
THRIVE Gulu Project Officer- GBV Prevention and Response	M				Yes		
THRIVE Gulu Project Officer- GBV Prevention and Response		F			Yes		
THRIVE Gulu Project Officer- GBV Prevention and Response		F			Yes		
THRIVE Gulu Project officer- Women Economic Empowerment		F			Yes		

Position	Gender		Location				
THRIVE Gulu – Community Based Advocacy Focal Person	M				Yes		
Care International in Uganda -MEAL Coordinator - WAYREP		F	Yes				
CARE International in Uganda - Program Manager Gender Justice		F	Yes				
Care International in Uganda		F	Yes				
Care International in Austria		F	Yes				
GBV Service Providers							
Judicial partner	M				Yes		
Judicial partner, GBV service provision		F					Yes
Judicial partner, GBV service provision	M						Yes
Judicial partner, GBV service provision		F					Yes
Judicial partner, GBV service provision	M						Yes
Judicial partner, GBV service provision	M						Yes

Position	Gender		Location				
Judicial partner, GBV service provision		F					Yes
Judicial partner, GBV service provision	M						Yes
Nursing Officer		F		Yes			
Gender Officer	M			Yes			
Police Surgeon	M			Yes			
Police		F		Yes			
Probation and Social Welfare Officer		F		Yes			
Program Officer		F		Yes			
Legal Advisor for FIDA (U) Arua office		F		Yes			
Staff- Action Aid	M				Yes		
Community Based Structures							
Teerego District Deputy Speaker		F				Yes	Yes

Position	Gender		Location				
CBT	M				Yes		
CBT	M				Yes		
CBT	M				Yes		
CBT		F			Yes		
CBT		F			Yes		
CBT		F			Yes		
CBT		F			Yes		
CBT		F			Yes		
CBT		F			Yes		
SASA! Activists and RMM	M					Yes	
SASA! Activists and RMM		F				Yes	
SASA! Activists and RMM		F				Yes	

Position	Gender		Location				
SASA! Activists and RMM	M					Yes	
SASA! Activists and RMM		F				Yes	
SASA! Activists and RMM	M					Yes	
SASA! Activists and RMM		F				Yes	
SASA! Activists and RMM		F				Yes	
SASA! Activists and RMM		F				Yes	
SASA! Activists and RMM	M					Yes	
Women Activist		F		Yes			
Change Agent		F		Yes			
Change Agent		F		Yes			
Change Agent		F		Yes			
Change Agent		F		Yes			

Position	Gender		Location				
Change Agent		F		Yes			
Change Agent		F		Yes			
Women Activist		F		Yes			
Women Activist		F		Yes			
CBT	M			Yes			
CBT		F		Yes			
CBT		F		Yes			
CBT		F		Yes			
CBT		F		Yes			
CBT		F		Yes			
CBT		F		Yes			
CBT		F		Yes			

Position	Gender		Location				
SASA! Activists and RMM		F		Yes			
SASA! Activists and RMM	M			Yes			
SASA! Activists and RMM	M			Yes			
SASA! Activists and RMM	M			Yes			
SASA! Activists and RMM	M			Yes			
SASA! Activists and RMM	M			Yes			
SASA! Activists and RMM	M			Yes			
SASA! Activists and RMM	M			Yes			
SASA! Activists and RMM		F		Yes			
SASA! Activists and RMM		F		Yes			
SASA! Activists and RMM	M						Yes
SASA! Activists and RMM		F					Yes

Position	Gender		Location				Yes
SASA! Activists and RMM	M						Yes
SASA! Activists and RMM		F					Yes
SASA! Activists and RMM		F					Yes
SASA! Activists and RMM	M						Yes
SASA! Activists and RMM		F					Yes
SASA! Activists and RMM	M						Yes
CBT		F					Yes
CBT	M						Yes
CBT	M						Yes
CBT	M						Yes
CBT	M						Yes
CBT	M						Yes

Position	Gender		Location				
CBT		F					Yes
CBT	M						Yes
CBT	M						Yes
CBT		F					Yes
CBT	M						Yes
City Speaker				Yes			
Secretary for Social Services				Yes			
Mayor Gulu city	M				Yes		
Woman Activist and change agent		F					Yes
Woman Activist and change agent		F					Yes
Woman Activist and change agent		F					Yes
Woman Activist and change agent		F					Yes

Position	Gender		Location				
Change Agent	M						Yes
Woman Activist and change agent		F					Yes
Woman Activist and change agent		F					Yes
Woman Activist and change agent		F					Yes
Woman Activist and change agent		F					Yes
Woman Activist and change agent		F					Yes
Oli division HQ	M			Yes			
Assistant Commandant	M					Yes	
Refugee Welfare Council 2 member		F				Yes	
Chairperson LC 3	M						Yes
LC2 Chairperson	M						Yes