



UGANDA COUNTRY OFFICE

# STRATEGIC NOTE

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## 2022-2025

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# CONTEXT AND SITUATION

## ANALYSIS

Uganda has made gains in its socio-economic transformation, maintained peace and stability for over 3-decades and is on course to become an upper middle-income country by 2040. The Government of Uganda (GoU) is committed to the SDG 2030 Agenda as exemplified by the gross domestic product which doubled over the last 10-years, from \$17.2 billion in 2010 to \$34.4 billion in 2019. Literacy rates improved from 70% between 2012-2013 to 74% between 2016-2017, yet still literacy levels were higher for males than females. Uganda's National Development Plan (NDP) III focuses on inclusive growth, human wellbeing and resilience, transformational and inclusive governance positions. The NDP III is a convergence framework for the entire UN System to coherently contribute to the advancement of Gender Equality and Women's Empowerment (GEWE) in Uganda with UN Women as a strategic partner on the path to transformation.

Due to the concentration of women in the informal sector and rural economy, the country is faced with the risk of unequal economic growth for women. This has exacerbated by the COVID-19. Households spend up-to 63% of their budget on food, shelter, and health, while 23% is spent on education, transport, shelter, and communication. Women in self-employment- 39% and 28% in subsistence agriculture are more likely to be poor than those involved in other activities due to their reduced access to finance and services. Involvement of women in profitable economic value chains has been very low. When gaps in income widen, those being left behind are also losing out in terms of access to opportunity and resources essential for increased productivity along the value chains.

Gender inequality and violence, including child marriage, early pregnancy, sexual harassment and technology-induced violence against women are manifested throughout the life cycle of women and girls in Uganda, despite a strong policy and legal framework to promote gender equality. The prevalence of gender-based violence is highest in ESA Region, with half of the female population

experiencing spousal violence and 1 in 5 experiencing sexual violence. Data shows 1 in 3 adolescent girls experience sexual violence while more than 50% experience physical violence before age 15. Harmful social norms, attitudes and behaviours remain a critical factor underlying gender inequality and gender-based violence.

Uganda's refugee policy offers equal opportunity and services to refugees and asylum seekers. As of 2021, the country hosts >1.5 million refugees where a large majority are from South Sudan, the Democratic Republic of the Congo (DRC), Burundi and Somalia. More than 80% of the total refugee population are women and children, 94% reside in settlements which have the lowest human development indices in education, protection subsectors and health increasing their risk of contracting Covid-19. Refugee women and girls have the highest affinity to economic and social risks such as violence, sexual exploitation and abuse, poor nutrition, low school completion and attainment, unemployment, and labour-intensive livelihoods and they are exposed to additional risks to COVID-19 due to the environment which they live in.

Women are the most affected by peace and security issues and the effects have devastating impact on them. The GoU has maintained its commitment to the implementation of the United Nations Security Council Resolution 1325 (UNSCR 1325) by embarking on its 3rd NAP (2021-2025). The 3rd NAP focuses on investing in rigorously confronting and addressing the challenges that prevail in achieving lasting and inclusive peace through women's meaningful participation and leadership in conflict prevention, resolution and peacebuilding.

Despite a clear connection between climate change, conflict, disaster risk reduction, and gender-focused approaches to social progress and development, there is still need for increased awareness of this important nexus in Uganda, and other dimensions of vulnerability. The situation was worsened by the COVID-19 pandemic, a locust invasion and flooding in the first half of 2020 that caused significant disruption on the health, education, manufacturing, tourism, and agriculture sectors; consequently increasing inequalities and posing social, economic, and environmental threats to the vulnerable and marginalized groups in Uganda, among them women with disabilities, people living with HIV/AIDs, etc.

HIV prevalence among adults aged between 15-49 is 6%; 7.5% among females and 4.3% among men. young women 15-24 years remain disproportionately impacted by HIV with 4X higher risk of infection compared to their male counterparts. This reflects unequal vulnerabilities and power dynamics. HIV transmission dynamics and impact among women interact in multiple and complex ways causing poor outcomes while access to services is limited.

Covid19 impacted socio services including HIV, SRH, maternal and child health services. Women could not easily access HIV, sexual and reproductive health services due to travel restrictions. The closure of schools and curfews increased the risk of HIV infection, SGBV and maternal ill health. The socio, health and economic hardships exacerbated by Covid19 caused mental stress especially for women and girls.

Uganda has ratified important international gender equality instruments and commitments and put in place legal frameworks to advance GEWE. Progress has been made in representation and participation

of women in national politics as is guaranteed by the national Constitution of 1995, the Parliamentary Elections Act (2005) and the Local Government Act (1997). Women in Uganda hold 46% of local government positions, 33% of parliamentary seats and 43% of the cabinet positions. However, patriarchy and negative social norms continue to constrain women's full participation in public life. Enhancing the participation of women in democratic and inclusive governance stays a key priority for UN Women over the next 5-years.

Digital technologies have become an increasingly important way for young people to access education, high quality jobs, markets, GBV services, etc in Uganda, but less than one third (31percent) of Uganda's female population use the internet and or have access to mobile phones, compared to 69% of men. Rapid advances in technology present exciting opportunities for gender equality, promising to expand access to information and services. This SN period will include efforts to close the gender digital divide through increasing the number of women accessing and utilizing digital services through support to innovations.

There has been significant progress over the years in developing a supportive policy and institutional environment for gender statistics as a whole and the localization and effective monitoring of the SDGs. Big data has the potential to empower duty bearers and right owners, to design informed national strategies, plans; fuel research and development; inform evidence-based policymaking; foster greater accountability for GEWE. Unlocking this potential will mean deeper investments in filling information gaps for disaggregated gender statistics to augment the UN Sustainable Development Cooperation Framework 2021-2025 (UNSDCF) implementation through national capacity for in-depth analysis and reprocessing of data to make available the needed gender statistics remains inadequate.

In line with its comparative advantages, UN-Women will advance: i) normative support; ii) UN coordination for GEWE; iii) integrated policy advice; iv) capacity development; v) advocacy and social mobilisation; and vi) technical assistance for essential services. UN-Women is not involved in large-scale operational support, such as provision of commodities.

Over the next 5-years the Country office will deliver programmes and interventions to address the above issues focusing on high impact-low-cost interventions that promote engagement of local authorities and grassroots women movements for sustainability. Effort will be made to ensure the

engagement of men and boys in transforming patriarchal masculinities as key drivers for the change in attitude and practices that hinder the full attainment of gender equality and the empowerment of women.

## Lessons learned

The Strategic Note 2022-2025 is informed by: analysis of trends, progress, and challenges in achieving GEWE; independent assessments and evaluations of UN Women's work, including the Mid-Term Review and Country Portfolio Evaluation of its previous Strategic Note; as well as a rich consultative process comprising surveys, workshops and dialogues held with a broad range of partners and key stakeholders at national and sub-national levels. Relevant findings, recommendations and lessons learned over the past 5 years of implementation include:

- **Effective Coordination** is an important principle in programme implementation and resource mobilization including in humanitarian settings. We have seen that our coordination mandate on GEWE has strengthened our engagement and resource mobilization potential, thereby yielding more tangible results for scaling up UN Women operations in Uganda. UGCO will capitalize to ensure that increased advocacy and awareness is translated into enhanced accountability and financing, to deepen results for gender equality in the next SN period.
- Even though **leadership and economic empowerment** of women is essential, without including men (or other family members), actions run the risk of generating unintended negative consequences that further disempower women. As such the SN will integrate more family/couples-focused interventions into our empowerment programmes.
- **Attainment of inclusive and accountable governance systems** that benefit and allow meaningful participation of women and girls requires intentional investments in stronger institutions, frameworks, and mechanisms for the rule of law, public sector transformation, peace and security, and norms change at individual and institutional levels. Over the last 5-years, UN Women worked closely with the electoral commission to promote women's participation in politics and will support the roll out of the commission's Gender Manual, developed with support from UN Women. As such in the SN, CO will ensure more strategic partnership with the different partners to realize an inclusive and accountable governance system that will benefit both women and girls.
- **Gender Responsive Budgeting:** continues to be a very strategic approach for mainstreaming and institutionalizing gender in public institutions; presenting greater opportunities for sustainability for gender equality programming in Uganda. UN Women worked closely with local partners including the Equal Opportunities Commission, the Ministry of Finance, National Planning Authority to coordinate GRB related activities i.e Capacity building, implementation, monitoring and reporting. In the next SN, UN women will leverage on its strong partnerships with the UNDP, UNCDF, Equal Opportunities Commission, Ministry of Finance and Civil Society Budget Advocacy Group to ensure activities for Gender and Equity compliance are sustained in all MDAs and Local Governments as mandated by the PFMA 2015; National Gender Policy and the Constitution of the Republic of Uganda.



- **Uptake and use of gender data and statistics:** Evidence based decision making was strongly encouraged through the development of tools in different sectors including the electoral sector, Justice, Law and Order, etc. that allowed the collection of gender disaggregated data. More emphasis will be placed on production of statistical products, policy briefs and research papers that can be used by decision makers during policy formulation, planning, resource allocation and M&E. Greater integration with the work within UN Women of the thematic leads and their data needs will also be essential during the next SN.
- UN Women CO **will systematize lessons learned of all its new forms of work**, to build on the hybrid modality imposed by COVID-19 to evolve towards a more contemporary and agile organization that embraces future ways of working. UN Women will continue to promote networked approaches and modalities to deliver on corporate projects, incorporating automation of tools and processes.

All these lessons have been incorporated into the current Strategic Note. The importance of gender data and strategic themes for example is a cross-cutting theme recognized throughout the strategic note.



# PROPOSED PROGRAMMES

The UN Women Uganda Country Office proposed programme has been aligned to the SDGs, NDP III 2020/21-2024/25 and the UNSDCF 2021-2025 for Uganda. The programme incorporates the strategic direction and focus given by the UN Women Global Strategic Plan 2022-2025 and global frameworks. The proposed programme is fully aligned to the 3-strategic priorities of the UNSDCF, namely a) transformational and inclusive governance; b) shared prosperity in a healthy environment; and c) human wellbeing and resilience. Moreover, the SN adopts the 6 outcome areas of the UNSDCF and uses its Theory of Change (ToC) as the foundation for the SN ToC.

To address the root causes of gender inequalities, the CO in collaboration with other actors shall contribute to the following outcome areas; (1) Inclusive and accountable governance and women's access to Justice; (2) Increased protection of women's rights, gender responsive peace and security; (3) Increased productivity, income and access to resources for women and girls; (4) Vulnerable women mitigate and adapt to climate change & Disaster Risk Reduction; (5) Women & girls enjoy quality basic social and protection services; and (6) gender equality and women rights fulfilled in a culturally responsive environment.

The SN will contribute to the attainment of Sustainable Development Goals 1, 3, 5, 8, 10, 11, 13, 16, and 17 within the context of the Decade of Action and support implementation of the commitments made by the Government of Uganda to end all forms of gender-based violence and promote women's economic justice, Education Plus initiative to accelerate actions and investments to prevent HIV and rights at the Paris GEF 2020.

In the Strategic Note 2022-2025, UN Women will work closely with GoU to support national priorities through the UNSDCF and scale up partnerships

and support to CSOs and grassroots organizations through direct grant-making mechanisms, while adapting grant-making modalities to lessons learned from evaluations of the same. Across all programme areas, there will be increased focus on leveraging innovation and digital technology to accelerate results and ensuring that data and evidence are coherently integrated across thematic areas.

In full alignment with the QCPR and under the leadership of Resident Coordinator, UN Women will maximize its role within UNCT to ensure that the UNSDCF and other common country documents like NDP III, Program Implementation Action Plans, etc are gender-responsive and pursue results and financing that strengthen accountability and results for GEWE from participating agencies. UN Women will continue to advocate and engage with partners to promote integrated support and coordinated action for catalysing system-wide investments including in conflict, humanitarian settings as well as protracted crises.

UN Women CO will therefore pursue six strategic outcomes aligned to the UNSDCF, integrate its four global corporate priorities, leverage its comparative and collaborative advantage, focus on its catalytic role, and build strategic partnerships to maximize national development results and donor return on investment. UN Women will also translate global norms and standards to national levels in culturally sensitive ways through its UN system coordination role.

Programme results have both national and district-level focus. The national level interventions target the upstream capacity, policy, institutional results, and the normative work of UN Women. The district level interventions will focus on mid-stream policy guidance and planning support as well as downstream empowerment of networks and grassroots organizations of women and young girls.



The programme will be delivered in regional clusters covering 40 districts spread across defined UNACs. These districts are areas chosen under the UNSDCF based on a) consistently poor development indicators b) post conflict effects, c) prevalence of domestic violence, HIV, high teen pregnancy and child marriage d) refugee hosting regions and where UN Women currently has strong presence. Expansion to more districts will be guided by resource availability.

The Theory of Change which elaborates the linkages and underlying assumptions among the key result areas in accordance with the UNSDCF is annexed to this document. UN Women will work with government ministries, agencies and departments, local governments, civil society organizations, academia, media and private sector to strengthen knowledge generation and use on topical GEWE issues.



UN Women will focus on new resource allocation approaches, treating available funding as catalytic investment funds to drive growth of the organization and gradually move away from static, traditional funding models. This is in line with a revamped UN Women business model 2.0 that will incentivize planned strategic growth, be more rigorous around the recovery of costs, and making full use of opportunities for inter-agency collaboration and streamlined operating practices through shared services and mutual recognition that UN reform offers.





## UN Women CO will therefore pursue six strategic outcomes aligned to the UNSDCF

### I) Inclusive and Accountable Governance and Women's Access to Justice



UN Women will focus its contribution in six key areas; i) enhance the visibility and capacity of women and girls to participate in democratic processes and inclusive governance of Uganda, ii) increase the availability and use of quality data and statistics to track progress on GEWE for policy and decision making, iii) strengthen the capacity of formal and informal justice institutions to enforce women's and girls' rights, and iv) reinforce accountability mechanisms on the implementation of GEWE laws and policies, iv) strengthen capacities for institutions and networks of women in their diversity to fully participate, lead and engage in corporate governance, public service, and political processes, v) strengthen the capacity of the UN system, government and non-government actors to deliver global, regional and national normative commitments, including on statistical development.

Further, UN Women will i) strengthen the capacity of government and non-government actors to assess progress in implementation of the BPFoA/GEF GAP and other global normative and policy frameworks

### II) Women's Rights, Gender Responsive Peace and Security



UN Women will support programmes that: i) ensure commitments on women, peace and security are implemented by government and the UN system; more gender equality advocates influence peace and security processes through multi-stakeholder coordination, monitoring and accountability frameworks; and play a greater role in, and are better served by, DRR mechanisms and processes. ii) enable women's meaningful participation, leadership and protection in peace and security and strengthen gender-responsive institutional capacity in peacebuilding, peacemaking, peacekeeping, rule of law, transitional justice, security sector reform, and prevention of conflict and violent extremism.

UN Women will integrate gender perspectives in humanitarian coordination to strengthen women and girls' access to humanitarian services, support programming on prevention and response of gender-based violence, address social norms that limit women and girls' rights and humanitarian access, offer technical expertise to the humanitarian system, and scale up partnerships with women's organizations in humanitarian, conflict and disasters settings. UN Women will support UNCT develop gender-responsive crisis prevention, preparedness and recovery legislation, strategies, systems, and tools. The entity will provide targeted action for women's resilience through gender-responsive early warning systems and women's climate- and disaster-resilient livelihoods and businesses.

### III) Women have increased productivity, income, and access to resources



UN Women will focus on programmes that will provide technical, financial and opportunities for business development targeting women emerging entrepreneurs to own, manage and benefit from small medium and large enterprises in a profitable and sustainable manner. This will be pursued by: i) supporting the implementation of policies and strategies for women's and young girls' economic empowerment, ii) strengthening the capacity of financial systems to empower young women and their allies; iii) strengthening the capacity of women entrepreneurs to participate in and benefit from public procurements and private sector value chains iv) strengthening the capacity of public sector entities to make procurement systems more gender responsive and (v) strengthening the capacity of public sector and corporate employers to adapt practices and policies that promote decent work and socio protection policies for the vulnerable and marginalized populations, in line with Women's Empowerment Principles (WEP).

### IV) Vulnerable women have the capacity to mitigate and adapt to Climate Change & Disaster Reductions



UN Women will support programmes that: i) strengthen the capacity of government institutions and non-state actors to promote climate-smart agricultural interventions and better support women and girls to implement differentiated interventions, ii) enable more women to have access to and use modern, renewable and affordable energy sources, technology and services and; iii) champion women's increased participation and leadership in climate action at all levels, including in gender-responsive green and blue economies and climate-resilient agriculture, iv) offer technical support to government to develop gender responsive disaster risk reduction policies and plans including disaster preparedness plans.

### V) Women & Girls Enjoy Quality Basic Social and Protection Services



UN Women will contribute to programmes that will: i) support state actors to strengthen implementation and monitoring global normative standards on EVAWG and lead system-wide processes in prevention and response; ii) build on its leading work on prevention, through evidence-based guidance and programming, including the formulation of signature national action plan on VAWG prevention and social norms change programming engaging men and boys in transforming patriarchal masculinities iii) strengthen multisectoral coordination of essential services, with a focus on institutional change, improving access to justice, and ensuring quality, integrated and survivor-centered multisectoral services for women and girls in all their diversity and in different contexts, including across the humanitarian-development-peace-security nexus; and iv) expand key partnerships with women's organizations, research networks and the private sector, to ensure the continuation of essential support services and prevention programming in the context of crisis.

Additionally, UN Women will i) empower vulnerable, marginalized and most at risk groups to make informed choices, demand quality services and accountability, and ii) strengthen capacity of government and non-government institutions to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender responsive, accountable and sustainable manner.

## VI) Gender Equality and Women Rights Fulfilled in a Culturally Responsive Environment



UN Women will i) build knowledge and confidence of women, girls, men and boys at community and individual level to advocate for rights; ii) reduce the prevalence of harmful traditional practices through engaging traditional leaders; iii) increase actions or fulfilling the LNoB promise, including extreme vulnerability; iii) promote equal participation of women and girls as agents of change in economic, social and political processes; iv) strengthen linkages and synergies with other thematic areas and sectors to address VAWG and safety of women. UN Women will work with state and non-state stakeholders to design and implement gender responsive programmes underpinned by transformative financing frameworks that significantly increase the scale and scope of resources and investments for GEWE and elimination of GBV.

UN Women will i) strengthen capacity of government and non-government institutions at national and sub-national levels to uphold positive social, cultural norms, values and practices that promote human rights, equality and non-discrimination; ii) strengthen capacities for relevant government and civil society actors to understand the range of disadvantages and deprivations that leave people behind; and iii) support the establishment and institutionalization of community feedback mechanisms including capacity building for grassroots organizations.



# UN SYSTEM COORDINATION

Through its UN system coordination mandate, UN Women will continue to leverage on the coordination mechanisms and capacities to implement the new SN which has been informed by the UNSDCF (2021 - 2025), and commitments on GEWE to champion and fortify greater performance and accountability for gender equality and enhance gender mainstreaming in the UN system. As such, it will deploy standardized tools including the UN System-Wide Action Plan on GEWE (UN-SWAP), UN SG's System wide strategy for Gender Parity Strategy and the UNCT-SWAP Gender Equality Scorecard. The CO will continue to lead and coordinate on joint programme/programming initiatives i.e. Spotlight Initiative, Joint program on SDG Data and Statistics, Joint Program on GBV, etc.

COVID-19 has illustrated the value of UN Women's thought leadership in driving system-wide coordination and coherence, through the Entity's expeditious mobilization of evidence, technical expertise, and cohesive advocacy for placing gender equality at the center of the response. UN Women will continue to lead in coordinating and promoting the accountability of the UN system for GEWE across sectors.

The Entity will achieve this by leveraging its leadership role in inter-agency coordination bodies and mechanisms such as Human Rights and Gender Advisory Group- HRGAG (co-chair) ; Gender Development Partners Group (GDPG, Secretariat); AIDS Development Partners Group (ADPG, Chair); SP 1 Co-Chair and SP 2, SP 3 and; H6+ partnership with UNAIDS, World Bank, WHO, UNICEF, UNFPA; JUPSA - the joint programme of support for AIDS; and the 4 UNACs that support gender mainstreaming in all policies and programmes in the UN system, through sectoral guidance. UN Women's role is cross cutting all the strategic priorities. Examples include support for the application of gender equality and Human Rights markers and the establishment of related financial targets, including monitoring and tracking gender equality-related allocations and expenditures, HCT and PSEA initiatives.

UN Women will also leverage its UN system coordination and accountability mandate to support the achievement and monitoring of results in key thematic areas as articulated in the UNSDCF including leading and participating in joint programming to advance gender equality standards and results, catalyzing integrated policy support in line with UN Women's SN focus.

UN Women will advocate for GEWE to be mainstreamed and prioritized in interagency mechanisms, products, processes, and decisions on issues related to human rights, governance, elections, financing for development, HIV/health, Ending violence against women and girls, Youth empowerment initiatives, macroeconomic policies, the care economy, humanitarian and refugee response plans, employment and entrepreneurship, climate action and green/blue economies, and other related areas.

It is envisaged that through these mechanisms, UN Women in Uganda will support the development and adoption of gender- responsive standards and enhanced accountability for gender equality at national and sub-national levels.

Dedicated institutional arrangements, budgets and associated workplans on UN Women's coordination role across thematic areas have been integrated to ensure that results are systematically advanced, captured and communicated.

UN Women CO will continue to support UNCT, under the leadership of the RC, including through the instrumentality of the HRGAG to mainstream gender considerations into the design and implementation of UNSDCF. Some of the support will be in the form of capacity building, providing technical assistance to the results group, supporting the tracking and communication of gender results and resources in the CF as well as leadership in convening issue based coalitions on gender equality.





# STRATEGIC PARTNERSHIPS

The overall goal of the SN is to support national efforts to accelerate the realization of GEWE and progress towards the achievement of the Sustainable Development Goals for women and girls, in line with the Africa's vision of Agenda 2063.

In partnership with the GoU, the programme will be guided by the principles of women's rights, equity, gender equality and resilience and will support evidence-based, integrative, and innovative programming. The vision is to achieve gender equality, empowerment of all women and girls in Uganda, especially the most vulnerable and disadvantaged, to realize their human rights.

This SN has been designed in partnership with the GoU and is aligned with the National Development Plan for 2020–2025 and supports the operationalization of the National SDG Roadmap (2021–2025). The programme forms an integral part of the UNSDCF for Uganda, 2021–2025. The country programme is also aligned with the CRRF.

UN Women intends to establish partnerships with multilateral and bilateral agencies, national and international private sector players to influence and transform legal, policy and social norms, and create a sustainable effort on women's economic, social and political empowerment.

UN Women also will leverage on UN - Women's global communications and advocacy platforms and increasing engagement with the media, academia, the sports world, and philanthropies to ensure that UN Women drives a wider conversation on gender equality and women's empowerment. Furthermore, the Entity will continue to focus on achieving the financing of GEWE in the UN System and for UN-Women itself. UN Women will also seek to expand the pool of available resources for gender equality by exploring innovations, including with financial institutions, and influencing national budgets.

The CO will continue to consolidate and strengthen partnerships with traditional donors such as the European Union, Royal Norwegian Embassy, Embassy of Sweden, Standard Bank and other non-traditional donors like private corporations to promote GEWE interventions in the country including high net worth individuals.

Discussions are ongoing with other donor agencies such as Austrian Development Agency, Embassy of Japan, Embassy of Netherlands, etc which translate into hard pipeline resources and other partners including, CSOs, private sector and traditional/religious leaders, as avenues for achieving results.

Using multi-media partnerships and strategies to support CO visibility, promote behaviour change on thematic issues and advocacy for legal reforms have been prioritized; including active participation in international commemorative Days to engage on high level policy issues. Based on our previous experience and learning from other countries, HeforShe champions, Generation Equality will be supported to engage men on positive masculinity and on concrete thematic deliverables. The CO will develop new partnerships focussed on policy change and results building including engagement on Women Empowerment Principles and resource mobilization.

The CO will harness the momentum from the Generation Equality Forum and action coalitions i.e. Economic justice and rights, and Feminist action for climate justice to strengthen in-country partnerships and build on new ones identified through actors who engaged in the global level discussions – from the Private Sector. The CO will also engage regionally on this, to work with ESARO and other UN Women Country Offices and identify areas for regional action.





# PROGRAM SUSTAINABILITY AND EXIT STRATEGY

UN Women will enable behavioural solutions which can be replicated nationally through local partnerships by the UN system. This is the way in which replication will be done most effectively. These will include the use of human-centred, culturally sensitive, and inclusive systems driven systemic solutions like influencing the attitudes of patriarchal culture. Social behaviour change theories that have been implemented by other agencies i.e UNICEF could be replicated. Ripple effects will be achieved through programme designs that target the levers of change across the ecosystem.

UN Women will seek to be more of a catalyst of local action through flagship programming and coordination of the UN system on GEWE so that more is achieved with less, with respect to both visible results and scale. Evidence of the ripple effect of GEWE coordination role will be essential in incentivising teams to reposition our programming away from being about direct intervention to that of strengthening the capacity of local actors and the coherence of GEWE directed donor support. In the area of gender data and statistics, emphasis during the SN will shift to support of administrative, Citizen Generated Data (CGD) and other data sources contributing towards more sustainable gender data and statistics production.

UN Women CO programme and sustainability strategy is designed to catalyse GEWE efforts of government, private sector, civil society (including

academia) across thematic areas, to institutionalize capacities and last beyond this SN period. Success will be measured by whether transformative changes at individual, institutional and societal levels are accompanied by an expansion of GEWE advocates and capacities of partners to sustain progress with the necessary momentum to advance long-term development goals over time.

UN Women will utilize exit strategies across programming depending on assessed relevance. Interventions designed will consider a three level phased approach: i) Phase Down. Designed over the programme duration in the design and budget stipulating targets; review and role amongst stakeholders annually to assess decreased dependency on its direct intervention and take corrective action if targets have not been reached; ii) Phase Out. Programmes are designed to be led by national staff and international engagement is time bound and used to provide on the job coaching and iii) Phase In. Following demonstration of programme setup and operationalization. This strategy hands over to local/implementing partners institutions after demonstrating how the programme is set up and operationalized after the first 1-2 years or early within a second programme cycle.

Finally, UN Women will also work with programme partners to identify their own sustainability mechanisms within formal agreements to continue beyond defined implementation period.

# PROGRAM MANAGEMENT AND OPERATIONS

Management and operations will focus on business support, quality assurance and will be maintained as large topology. The office has a Delegation of Authority (DoA) allowing to deliver programmes and operational functions effectively and efficiently. Staff are trained to execute roles in alignment with

the DoA and Internal Control Framework & the CO meets its mandate providing quality technical advice, technical capacity building and support to Implementing Partners (IPs), Government, NGOs, Civil Society and others and attracting donor resources.



# MONITORING AND EVALUATION

The M&E will be aligned with the CF and NDP-III. UN Women is committed to the application of RBM principles, including results monitoring, reporting, evaluation and real-time data management through a costed MERP, and will use other innovative, inclusive, and periodic reviews in conjunction with the national counterparts and development actors. The programme theory of change will be reviewed periodically to assess whether there are any initial assumptions on solution pathways that may need to be adjusted and provide corrective actions. In addition, technical capacity building of IPs in RBM will be invested in to enable harvesting of concrete results and evidence generation. As part of the initial processes into the rolling out of the SN, CO level M&E matrix will be developed with clear

baselines, data capture and analytical tools to guide clear tracking of SN implementation.

UN Women's M&E efforts will leverage and support strengthening of country-level data sources such as the Uganda Bureau of Statistics, national and international frameworks including through south-to-south collaboration initiatives.

UN Women will support the UNSDCF M&E efforts that will consider, agency specific RBM activities that mutually reinforce each other including shared responsibilities. Joint activities will include conducting periodic programme portfolio quality reviews and providing inputs for UNINFO in collaboration with UNCT.

# RESEARCH AND KNOWLEDGE MANAGEMENT

Implementing the 2030 Agenda requires timely data and robust knowledge to identify solutions for operational and normative advances in GEWE and for more effective coordination with other UN agencies and policy actors. UN Women will scale up co-production of data and cutting-edge knowledge in partnership with research institutions, innovation and knowledge hubs, CSOs and national statistical offices.

UN Women has developed a comprehensive knowledge ecosystem globally built around a gender portal providing both gender and SDG data and analysis by theme and country. This will be complemented by Communities of Practice and expert networks consolidating knowledge from across UN Women and its partners.

UN Women will undertake thematic and operational research in the SN period including a Country Gender Equality Profile, support the national statistics office (UBOS) to conduct gender relevant surveys e.g. time use, SIGI and other thematic issues as relevant. These efforts will aim to raise visibility of data and evidence on progress of GEWE and key gaps that need greater investment including developing a virtual knowledge repository.

Finally, UN Women will seek to: i) strengthen knowledge production, capture and analysis; ii) strengthen knowledge sharing within UN Women and partners; iii) Develop knowledge sharing culture and better collaboration across thematic areas iv) advocate for and support evidence-based planning, resource allocation, decision making and monitoring and evaluation.



# RESOURCE MOBILIZATION

UN Women intends to focus on enabling the UN systems GEWE efforts across the three-cooperation framework priorities and the outcomes assessed as being the most effective catalysts and levers of change over the period 2022-2025. The proposed RM value proposition is that: UN Women in Uganda has demonstrated scalable results on GEWE; UN Women Uganda has built trust across the people-public-private sectors; the commitment on gender equality and social norms changes in both NDP III and CF affords grounds for UN Women strategic intervention in Uganda given its mission on GEWE and the comparative advantage that the agency has

to coordinate the UN's GEWE efforts synergistically in support of government quest to achieve vision 2040. UN Women Uganda can catalyse, convene and coordinate effectively to maximize development partner GEWE impact.

UN Women will develop a series of Joint Programmes to deepen its efforts and achieve transformative results. The area-based Joint Programmes will be under the three CF priorities. UN as a system will thus undertake a major CF financing venture as part of the UN support to the government under the Integrated National Financing Framework.

# COMMUNICATION AND ADVOCACY STRATEGY

UN Women CO communication and advocacy strategy 2022-2025 will position GEWE as key for Uganda's sustainable development and the organization as a leading voice of GEWE in the country. This will be reached through i) enhanced advocacy for GEWE and ii) increased visibility of UN Women's work.

Communication with key partners across all programmatic areas will be strengthened, leveraging the UN system (through UNCT, UN joint campaigns, and joint programming), and strategic partners to achieve attitude change and commitment for GEWE.

Advocacy for GEWE (leveraging already existing campaigns), communication of knowledge products, human interest stories, and documenting

programme results using gender data and evidence will be bolstered. A comprehensive social media engagement strategy will be developed, and television stations and community outreach radio utilized to showcase efforts advancing GEWE. Reader-friendly newsletters and info-sheets will be designed with polls and stakeholder contributions. An annual brochure will generate brand awareness and a virtual library launched for GEWE-related publications. Training will be organized to ensure the strategy is effectively implemented with staff equipped as communicators.

The CO will explore strategic partnerships with local media organizations i.e. Uganda Journalist Association, and offer gender responsive technical capacity building to contribute to gender sensitive reporting.



# **UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.**

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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