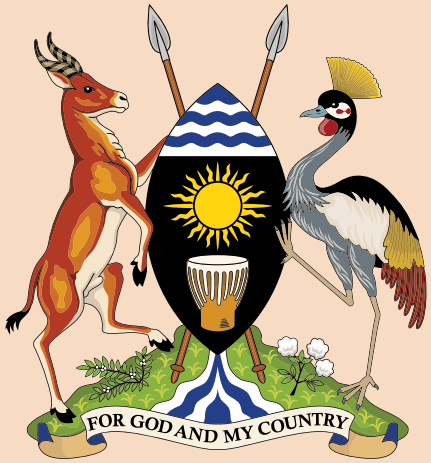
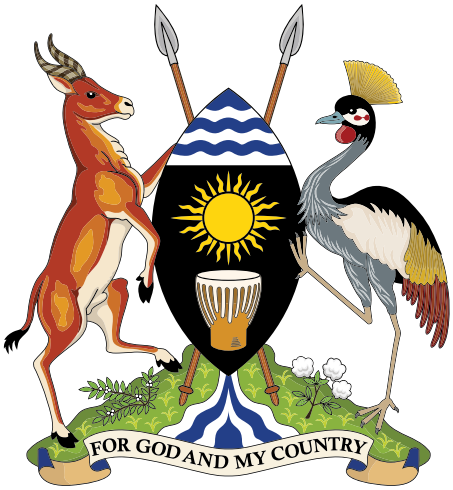


THE REPUBLIC OF UGANDA

NATIONAL ACTION PLAN III ON WOMEN, PEACE AND SECURITY 2021-2030

MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT

MARCH 2021



THE REPUBLIC OF UGANDA

NATIONAL ACTION PLAN III ON WOMEN, PEACE AND SECURITY 2021-2030

MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT

MARCH 2021

FOREWORD

The Government of Uganda is committed to the implementation of the Women, Peace and Security (WPS) agenda as enshrined in United Nations Security Council Resolution (UNSCR) 1325 and subsequent resolutions. The agenda in Uganda can be traced back to the history of women's mobilization, advocacy and participation in various peace and security processes even before UNSCR 1325 was passed in 2000.

Uganda has demonstrated this commitment on WPS through the development and implementation of the first National Action Plan (NAPI) 2008–2010 and the second National Action Plan (NAPII), 2011–2015. The development of the third National Action Plan (NAPIII), 2020-2025 was premised on the reflections and lessons learned from the implementation of NAPI and NAPII, with a new focus 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.

Uganda has a conducive legal and policy framework that supports the effective implementation of the WPS agenda. The focus of NAP III is to ensure realisation of these policies and laws through a multisectoral approach. The process of developing the plan was anchored in the full participation of stakeholders, which involved the induction of Ministries, Departments and Agencies (MDAs) on WPS, and consultation workshops at both regional and national levels. The process ensured inclusiveness and ownership.

NAPIII is aligned to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW); the Sustainable Development Goals (SDGs), especially SDG5 and SDG16; Uganda's Vision 2040 and the third National Development Plan. NAPIII aims to address current and emerging WPS related issues such as those associated with the influx of refugees, socio-economic and demographic concerns, conflicts over natural resources, climate change and environmental stressors and disasters, transnational threats, organized criminal activities, cultural disputes, transitional justice, violent extremism, political and election-related conflicts, border disputes and women's participation in peacebuilding processes.

NAPIII offers additional tools for successful implementation, namely: detailed operational plans for key MDAs and civil society organizations (CSOs); a communications plan; a costed resources plan, including the specific human, technical and financial resources needed for implementation; a monitoring and evaluation framework; terms of reference for coordination structures; and well-explained reporting and accountability measures.

We therefore, jointly call upon all stakeholders especially MDAs and Local Governments to develop operational plans which are aligned to NAPIII. This is in the best interest of our country to guarantee and sustain Uganda's leadership on the Women, Peace and Security agenda.

Hon. Frank Tumwebaze (MP)
Minister of Gender Labour and Social Development

Hon. Dr. Ruth Aceng
Minister of Health

Hon. Adolf Mwesige (MP)
Minister of Defence and Veteran Affairs

Hon. Jeje Odong
Minister of Internal Affairs

Eng. Hillary Onek(MP)
Minister for Relief, Disaster Preparedness and Refugees
Office of the Prime Minister

ACKNOWLEDGEMENTS

The Ministry of Gender, Labour and Social Development (MGLSD) has coordinated the process of development of the third National Action Plan on Women, Peace and Security (NAPIII). We are grateful for the cooperation of various stakeholders in the process of consultations, including data and information gathering, drafting, discussion and overall approval of the NAPIII 2021-2030.

I wish to acknowledge and appreciate the contribution of the Government Ministries, Departments and Agencies (MDAs) that contributed to the implementation of the NAPI and NAPII and have been involved in the process of consultations, drafting and discussion of NAPIII and, in particular, Ministries of Defence, Security and Veteran Affairs; Internal Affairs; Finance; Planning and Economic Development, Health; Foreign Affairs and Local Government; the Office of the Prime Minister; the Office of the Directorate of Public Prosecution; the Electoral Commission and the Equal Opportunities Commission. Special thanks go to District Local Governments of Amuria, Bushenyi, Dokolo and Kitgum, which localised NAPI and NAPII and also shared their experiences that informed the development of NAP III.

Our gratitude is extended to several Non-State Actors that contributed to the development of the NAPIII WPS. In particular the Inter Religious Council of Uganda (IRCU), Uganda Joint Christian Council (UJCC), Refugee Law Project of Makerere University, Coalition for Action on 1325, Uganda Women's Network (UWONET), Women's International Peace Center (WIPC) and the Center for Women in Governance (CEWIGO).

I wish further to extend on behalf of Government, our sincere appreciation to development partners and UN Agencies for the technical and financial support extended during the implementation of NAPI and NAPII and in the preparation of the NAPIII. Our gratitude goes to the UN Agencies in particular the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the Government of Norway for the direct support to the processes.

Aggrey David Kibenge
PERMANENT SECRETARY,
MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT.

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ACRONYMS

AU	African Union
CBOs	Community Based Organizations
CEDAW	Convention on the Elimination of All forms of Discrimination against Women
CEWIGO	Centre for Women in Governance
CRC	Convention on the Rights of Children
CSO	Civil Society Organizations
ICCPR	International Convent for Civil and Political Rights
ICESCR	International Convention on Economic Social Cultural Rights
ICGLR	International Conference for Great Lakes Region
IDP	Internally Displaced Person
IGAD	Inter- Government Authority for Development
IRCU	Inter-religious Council of Uganda
LRA	Lord's Resistance Army
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MGLSD	Ministry of Gender, Labour and Social Development
MoES	Ministry of Education and Sports
MoH	Ministry of Health
MoLG	Ministry of Local Government
NAP	National Action Plan
NAPI	First National Action Plan
NAPII	Second National Action Plan
NAPIII	Third National Action Plan
PRDP	Peace, Recovery and Development Plan
SDGs	Sustainable Development Goals
UDHR	Universal Declaration on Human Rights
UJCC	Uganda Joint Christian Council
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNFPA	United Nations Population Fund
UNIFEM	United Nations Development Fund for Women
UNSCR	United Nations Security Council Resolution
UWONET	Uganda Women's Network
WPS	Women, Peace and Security

CHAPTER ONE

INTRODUCTION

HISTORY OF UGANDA'S WOMEN IN PEACE AND SECURITY

INTERNATIONAL AND REGIONAL COMMITMENTS ON WOMEN, PEACE AND SECURITY AGENDA

NATIONAL LAWS AND POLICIES ON WOMEN, PEACE AND SECURITY IN UGANDA

CHAPTER ONE:

BACKGROUND

1.1 INTRODUCTION

Since independence (1962), Uganda has experienced successive violent conflicts with most regions of the country witnessing conflict albeit at varying intensity. Between 1962 and 1979, the Central Region (Buganda) experienced turmoil as a result of a political dispute between the country's first Prime Minister, Milton Obote; first President, Sir Edward Mutesa II; and post-independence Army Commander Idi Amin. This led to the abrogation of the 1962 Constitution and abolition of kingdoms. It pitted the central Government against the Buganda Kingdom, and is believed to have been the catalyst for the 1971 coup d'état that brought Idi Amin to power. The reign of Idi Amin from 1971 to 1979 left Uganda on her knees with 400,000 lives lost and a collapsed economy. Amin was overthrown in a war led by Ugandans in exile in 1979. From 1981 to 1986, the civil war that brought the current Government into power affected many districts of Central and Western Uganda. From the early 1990s, the Rwenzori sub region in Western Uganda also experienced conflict due to the activities of the Allied Democratic Front, while the West Nile region in North Western Uganda suffered at the hands of the West Nile Bank Front, among others. In the Teso region of Eastern Uganda, the population struggled under the hands of various armed groups including the Lord's Resistance Army (LRA) and cattle rustlers. Between 1987 and 2006, the Acholi-Lango region in Northern Uganda was devastated by over two decades of war by the LRA. This took many lives and resulted in many people being abducted and recruited into rebel camps andhousands were resettled into camps for Internally Displaced Persons (IDPs).

Just as the case is in almost all conflict situations, women bore the brunt of much of these conflicts and violence. Many suffered gang rape, vaginal fistula, abductions and sexual slavery. Despite limited formal training, women have also taken on new roles of conflict prevention and conflict resolution, provision of relief and recovery interventions during internal displacement and in refugee settlements, as well as psychosocial support to victims and survivors. Women, usually in the same conflict affected communities, have also had to confront climate change and its impacts in the form of droughts, famine, land-slides, mud slides and further internal displacement, making them very vulnerable. Many women had to take on roles often performed by men, a change in gender roles that not only increased the women's burden of care, but also exacerbated gender-based violence (GBV).

Beyond organized armed conflicts, Uganda has experienced periodic urban-based motivated violence that target women, high-profile security and political leaders. This is in addition to conflicts related to resources, especially land, water and pasture; conflicts over the boundaries of newly created administrative units; and other disputes.

1.2 HISTORY OF UGANDA'S WOMEN IN PEACE AND SECURITY

The Women of Uganda have long been involved in conflict prevention and peace building initiatives. Statistical analysis shows that peace agreements are 35percent more likely to last at least 15 years if women participate in their creation1, and that the participation of civil society groups, including women's organizations, makes a peace agreement 64percent less likely to fail2. Higher levels of gender equality are associated with a lower propensity for conflict, both between and within states3. It has been noted that female security sector officials frequently have access to populations and venues that are closed to men, which allows them to gather intelligence on potential security risks4.

Ugandan women have contributed to the mitigation of conflicts, both nationally and internationally. Most notably is Hon. Betty Bigombe, whose name is synonymous with the peace process that contributed to ending the two-decade war in Northern Uganda. The grassroots Women of Acholi, Lango and Teso are a renowned group who undercut the LRA war by convincing mothers and wives of the LRA combatants to persuade their loved ones to stop the insurgency. They also provided support to those that decided to return from the bush war. In 2006, the Uganda Women's Peace Coalition also emerged as a key player in the conflict period. They ensured that women were kept abreast with information from the peace talks, peace agreements drawn among the protagonists. A women's lobby group also emerged in this region at the end of war to ensure that any proceeds coming out of the post conflict transformation process benefited women as a whole. Women are often alert to the fact that they are not included in post conflict processes so a Women's National Task Force for a gender responsive Peace, Recovery and Development Plan (PRDP) was created. Other organizations related to supporting women in politics also emerged notably the "Women's Situation Room for Peaceful Election in 2016" to mention but a few. A detailed account of these is available in annex 3.

1.3 INTERNATIONAL AND REGIONAL COMMITMENTS ON WOMEN, PEACE AND SECURITY AGENDA

The United Nations Security Council Resolution 1325 (UNSCR 1325) which was unanimously adopted on October 31, 2000, grew out of concern for the protection of women in situations of armed conflict. UNSCR 1325 formally acknowledged the changing nature of warfare, in which civilians are increasingly targeted, while women continue to be excluded from participation in peace processes.

1 International Peace Institute available at https://www.cfr.org/interactive/womens-participation-in-peace-processes. Retrieved 27th January 2020.
2 Source: Belfer Center, International Interactions and World Bank
? Source: Swedish Defense Research Agency
? "Northern Uganda: Understanding and solving the conflict" (PDF). ICG Africa Report N°77. Nairobi/Brussels: International Crisis Group. 14
? Julian Borger (8 March 2012). "Q&A: Joseph Kony and the Lord's Resistance Army". The Guardian. Archived from the original on 10 February 2018. Retrieved 27 December2017
April 2004. Retrieved 18 March 2009.
? Julian Borger (8 March 2012). "Q&A: Joseph Kony and the Lord's Resistance Army". The Guardian. Archived from the original on
3 10 February 2018. Retrieved 27 December2017
? O'Kadameri, Billie (2002). "Accord Magazine: Protracted Conflict, Elusive Peace: Initiatives To End The Violence In Northern Uganda". C-r.org/Accord/Uganda. Retrieved 2 March 2015.
? O'Kadameri, Billie. "LRA / Government negotiations 1993–94" Archived 21 August 2008 at the Wayback Machine in Okello Lucima, ed., Accord magazine: Protracted conflict, elusive peace: Initiatives to end the violence in northern Uganda Archived 6 October 2008 at the Wayback Machine, 2002

The resolution specifically addresses how women and girls are disproportionately impacted by conflict and war, and recognizes the critical role that women can and already play in peacebuilding efforts. UNSCR 1325 is based on four pillars:

UNSCR 1325 IS BASED ON FOUR PILLARS	
1. PARTICIPATION:	Calls for increased participation of women at all levels of decision making, including in national, regional and global institutions
2. PROTECTION:	Calls specifically for the protection of women and girls from sexual and gender-based violence, including in emergency and humanitarian situations, such as in refugee camps
3. PREVENTION:	Calls for improving intervention strategies in the prevention of violence against women
4. RELIEF AND RECOVERY:	Calls for advancement of relief and recovery measures to address international crises through a gendered lens

UNSCR 1325 was a landmark resolution and first of its kind to address the issue of women's inclusion in peace and security matters. It also launched what became a series of resolutions, each addressing a unique concern regarding the protection of women and girls during conflict, and their participation in decision-making processes. As of April 2020, there were eight (8) more resolutions making up the Women, Peace and Security (WPS) agenda. The agenda affirms women's agency and leadership in conflict resolution and broader peacebuilding and has been broadened to include not just women's physical security, but other forms of security such as health and economic security, and security from natural and human-made disasters. Together the resolutions provide the global normative framework for Governments, regional bodies and all key players to drive action around the WPS agenda.

SUBSEQUENT RESOLUTIONS ON WOMEN, PEACE AND SECURITY

In a bid to strengthen the presence of women in safety and security, the following subsequent resolutions were enacted

UN SECURITY COUNCIL RESOLUTIONS ON WOMEN, PEACE AND SECURITY:

RESOLUTION 1325: (2000)

Reaffirms the important role of women in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response and in post-conflict reconstruction and stresses the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security. UNSCR 1325 urges all actors to increase the participation of women and incorporate gender perspectives in all UN peace and security efforts. It also calls on all parties to conflict to take special measures to protect women and girls from GBV, particularly rape and other forms of sexual abuse, in situations of armed conflict.

RESOLUTION 1820 (2008)

Recognizes that conflict-related sexual violence is a tactic of warfare, and calls for the training of troops on preventing and responding to sexual violence, deployment of more women to peace operations, and enforcement of zero-tolerance policies for peacekeepers with regards to acts of sexual exploitation or abuse.

RESOLUTION 1888 (2009)

Strengthens the implementation of Resolution 1820 by calling for leadership to address conflict-related sexual violence, deployment of teams (military and gender experts) to critical conflict areas, and improved monitoring and reporting on conflict trends and perpetrators.

RESOLUTION 1889 (2009)

Addresses obstacles to women's participation in peace processes and calls for development of global indicators to track the implementation of Resolution 1325, and improvement of international and national responses to the needs of women in conflict and post-conflict settings.

RESOLUTION 1960 (2010)

Calls for an end to sexual violence in armed conflict, particularly against women and girls, and provides measures aimed at ending impunity for perpetrators of sexual violence, including through sanctions and reporting measures.

RESOLUTION 2106 (2013)

Provides operational guidance on addressing sexual violence and calls for the further deployment of Women Protection Advisers.

RESOLUTION 2122 (2013)

Calls on all parties to facilitate peace talks with equal and full participation of women in decision-making; aims to increase women's participation in peace making by increasing resources for women in conflict zones; and acknowledges the critical contributions of women's civil society organizations.

RESOLUTION 2242 (2015)

Reaffirms commitment to resolution 1325 on its 15th anniversary. It highlights the role of women in countering violent extremism and addresses the differential impact of terrorism on the human rights of women and girls.

RESOLUTION 2493 (2019)

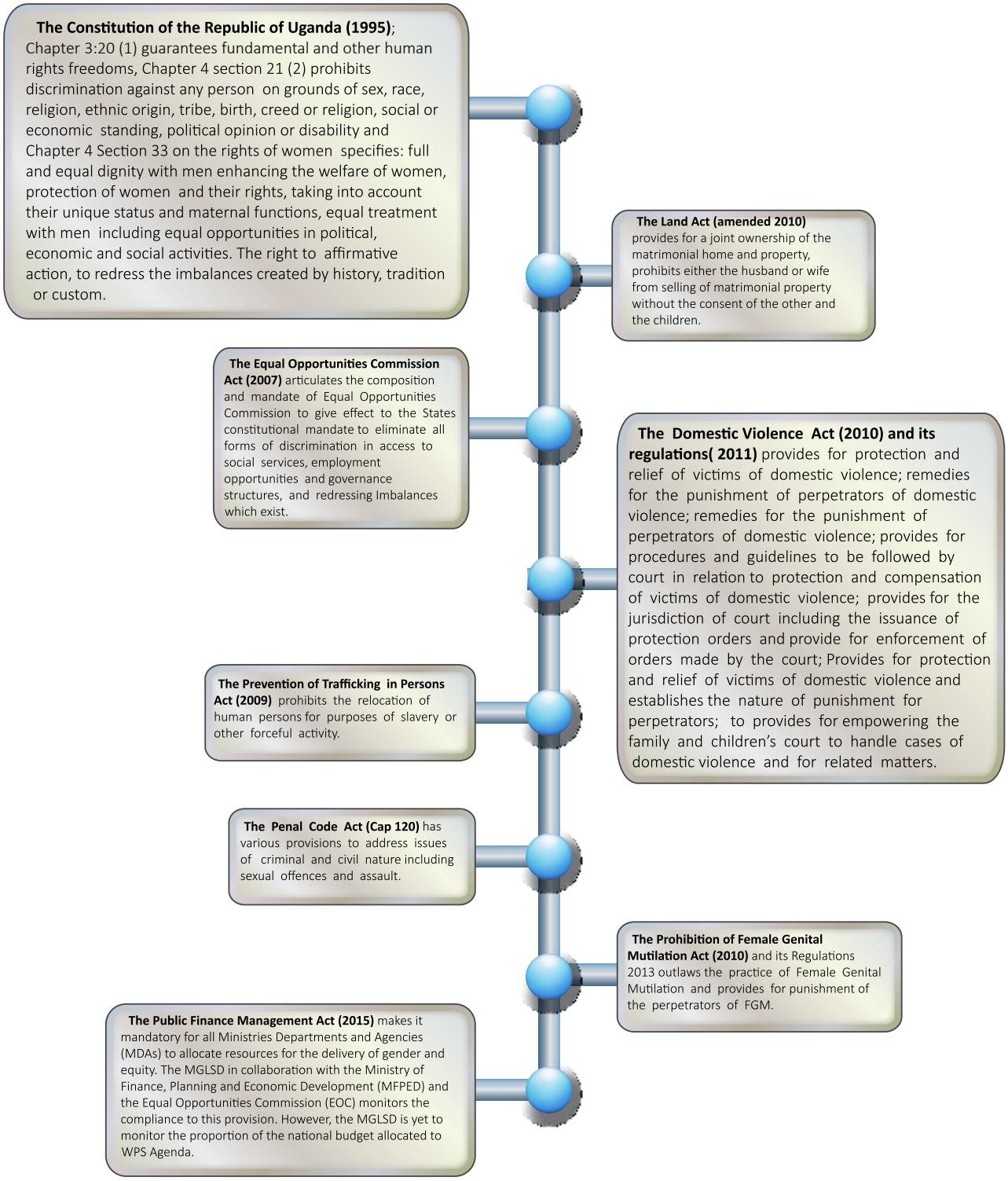
Urges Member States to recommit to the women, peace and security agenda, including by creating safe environments for women leaders, women peacebuilders, human rights defenders and political actors. It asks States to facilitate the full, equal and meaningful participation of women; address threats, harassment and violence; and remain committed to increasing the number of uniformed and civilian women in peacekeeping operations.

Uganda is party to a number of international instruments relevant to the WPS agenda including Convention on the Elimination of all forms of Discrimination Against Women (CEDAW); the Beijing Declaration and Platform for Action (1985); the Commonwealth Priorities for Gender and Women's Empowerment, the Universal Declaration of Human Rights (UDHR), the International Covenant for Civil and Political Rights (ICCPR), the International Convention on Economic, Social and Cultural Rights (ICESCR), the Convention on the Rights of Children (CRC), the International Refugee Law, the International Conference on Protocol for the Prevention and the Punishment of the Crime of Genocide, War Crimes and Crimes against Humanity and All forms of Discrimination (2006), and the Sustainable Development Goals (SDGs) 2030 Agenda.

Uganda is signatory to several regional commitments on WPS including the African Union Solemn Declaration on Gender Equality in Africa, the Protocol to the African Charter on Human and Peoples' Rights on the Right of women in Africa (2003), the International Conference on the Great Lakes Region (ICGLR) Pact on Security, Stability and Development in the Great Lakes Region (2006); the Protocol on the Prevention and Suppression of Sexual Violence against Women and Children (2006); the Goma Declaration on Eradicating Sexual Violence and Ending Impunity in the Great Lakes Region (2008); the Kampala Declaration on ending Sexual and Gender-Based Violence (2011); and, the Continental Results Framework for the monitoring and reporting on WPS agenda in African (2018).

1.4 NATIONAL LAWS AND POLICIES ON WOMEN, PEACE AND SECURITY IN UGANDA

Uganda has domesticated global gender normative frameworks and standards and is committed to the implementation of the Sustainable Development Goals (SDGs), including Goal 5 (Gender equality), Goal 16 (Peaceful, just and inclusive society) and the Uganda Gender Policy (UGP, 2007). Uganda is also cognizant of the importance of women and prioritized their protection in several other national laws and policies with provisions that protect women5.



5 AU-APRM (2017). Uganda Country Self-Assessment Report. Available at: http://npa.go.ug/wp-content/uploads/2017/09/UGANDA-COUNTRY-SELF-ASSESSMENT-REPORT-DRAFT-May-2017.pdf accessed on 2 October 2019.

1.4.1 POLICIES AND STRATEGIES ON WPS

Provision for affirmative action for women in politics guarantees one woman member of Parliament for each district and 30percent representation of women on all levels of local government councils.

Affirmative Action in Education guarantees an extra 1.5 points for female students entering public university as a measure of eliminating the historical and cultural imbalances in access higher education.

The Uganda Gender Policy (2007) provides the framework and guidelines for mainstreaming gender in the public sector.

The National Policy on Elimination of Gender Based Violence in Uganda(2016) provides a framework to guide actions of different stakeholders in prevention and response and management of GBV in the Country with a view of eliminating violence from the society.

Universal Primary Education (UPE) makes it mandatory for all children to attend primary school, both boys and girls. This has not only helped increase school enrolment but has guaranteed access to education for girls from disadvantagedfamilies.

Universal Secondary Education (USE) provides for secondary education of all children that qualify for secondary education. Under this policy government gives grants to support all children in one secondary school per sub county.

The third National Development Plan (2020/21-202024/25) strengthens Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth, recognizes the primacy of state and non-state actors' interaction; the importance of citizens' involvement in influencing how peace-building and conflict transformation priorities are structured and delivered; and the need to support citizens' capacity to benefit from the gains of peace, security and improved socio-economic opportunities.

The Transitional Justice Policy (2019) provides the overarching framework for addressing justice, accountability and reconciliation needs in post-conflict situations. It is also designed to provide holistic interventions to achieve lasting peace and proposes various justice mechanisms for victims and survivors of war as well as societies.

The Refugee Policy (2006) embodied in the 2006 Refugees Act and 2010 Refugees Regulations, the policy is progressive in many aspects; it opened Uganda's doors to all asylum seekers irrespective of their nationality or ethnic affiliation; granted refugee's relative freedom of movement and the right to seek employment and provided prima facie asylum for refugees of certain nationalities including allocating land to each refugee family for their exclusive (agricultural) use.

The Uganda Police Force (UPF) Gender Policy (2018) provides for an inclusive and gender responsive UPF that respects and upholds the rights and dignity of women, men, boys and girls. The main purpose of the this policy is to address the identified institutional gaps and challenges within the UPF in achieving gender equality for all police personnel, as well to address gender-based obstacles to police men's and women's effectiveness, professionalism, and ability to perform their duties to their full potential.

CHAPTER TWO

SITUATION ANALYSIS

WOMEN'S REPRESENTATION AND PARTICIPATION IN PEACE KEEPING AND SECURITY INSTITUTIONS

MAINSTREAMING GENDER IN THE EARLY WARNING AND RESPONSE MECHANISMS

CHAPTER TWO:

SITUATION ANALYSIS

2.1 INTRODUCTION

Uganda has an enabling legal and policy framework with programmes and institutional mechanisms in place to support the implementation of its laws and policies. However there are still wide gender inequalities in all aspects of national development; reflected through negative cultural norms and religious values, unequal power relations between men and women, barriers to accessing land ownership, unequal marriage relations, and unequal access to education which undermine women's ability to participate effectively in leadership and decision-making processes. The 2018 Global Gender Gap Report ranked Uganda number 43 out of 149 countries.6 The Global WPS Index 2019/20 places Uganda at 109 out of 167 countries.7

2.2. WOMEN'S REPRESENTATION AND PARTICIPATION IN PEACE KEEPING AND SECURITY INSTITUTIONS

Uganda's population is estimated at 41.6 million people (UBO, 2020).8 Female constitute 51percent of population and males 49percent. Women's representation in Cabinet for the period 2016/2020 is 36percent with women heading key ministries of Education and Sports, Health, Energy and Minerals, Trade, Industry and Cooperatives, Lands and Housing. There are 33 Senior Ministers, out of whom 12 are women. In addition, out of 46 Ministers of State, 14 are women. Out of 39 Shadow Ministers of the opposition, 8 (20.5percent) are women. Women constitute 45percent of Permanent Secretaries and 42.9percent of Heads of Statutory Commissions. Uganda's 10th Parliament (2016-2021) is composed of 35percent women. At the local government level, women representation stands at 33percent with 3percent directly elected while men constitute 67percent9. The 10th Parliament has a woman Speaker and the first ever female Leaders of the Opposition. Women are increasingly leading Parliamentary Committees; out the 28 committees in Parliament, 12 are chaired by women representing 42.8percent.

The experience gained during the implementation of the Peace, Recovery and Development Plan (PRDP) for Northern Uganda; the Northern Uganda Social Action Fund (NUSAF); the Luwero-Rwenzori Development Program (LRDP), have ensured the participation of women in the design of relief and recovery efforts.

The Electoral Commission of Uganda (EC) (2016-2022) comprises of seven members and three are women. The Uganda Peoples'Defence Force (UPDF) promotes enrolment of qualified women into the Force and ensures that for every deployment comprises of at least 10percent are women. UPDF has a Directorate of Women Affairs headed by a female officer at the rank of Colonel. Currently UPDF has one female at the rank of Lieutenant General and one Brigadier. The force has three (1.9percent) female representatives in the 10th Parliament of Uganda.

6 UNFPA 2017.
7 Georgetown Institute for Women, Peace and Security and Peace Research Institute Oslo 2019.
8 GoU (2018). Uganda National Household Survey (UNHS) 2016/2017.
9 Parliament of Uganda available at https;//www.parliament.go.ug

In the Uganda Police Force, women still constitute only 19percent despite affirmative action adopted in favour of women on recruitment, promotion and deployment. The majority of women police officers are in low-ranking positions as illustrated in table 2.1 below.

Table 1: Women's representation in the Uganda Police Force, 2020

Rank	Male	Female	Total	Female (%)
Inspector General of Police	1	0	1	0
Deputy Inspector General of Police	1	0	1	0
Assistant Inspector General of Police	16	1	17	6
Senior Commissioner of Police	25	2	27	7
Commissioner of Police	35	3	38	8
Assistant Commissioner of Police	57	11	68	16
Senior Superintendent of Police	117	17	134	13
Superintendent of Police	335	62	397	16
Assistant Superintendent of Police	2152	660	2812	23
Inspector of Police	577	119	696	17
Assistant Inspector of Police	1838	372	2210	17
Lieutenant / Assistant Inspector of Police	415	69	484	14
Sergeant	2773	692	3465	20
Corporal	4929	1116	6045	18
PC	18199	3772	21971	17
PPC	3640	1060	4700	23
SPC	2478	793	3271	24
TOTAL	**37693**	**8841**	**46534**	**19**

In the year 2018/19 there was an increase in the number of women officers serving in peace keeping operations from 30 in 2017 to 50 in 2018/19. In the Justice sector, women account for 47.9percent in leadership positions while 53.3percent of women are serving in various positions at Deputy level.

2.4. MAINSTREAMING GENDER IN THE EARLY WARNING AND RESPONSE MECHANISMS

There is an established and functional Conflict, Early Warning and Early Response Unit (CEWERU) under the Ministry of Internal Affairs. Early warning structures have also been established at the district level.

A gender sensitive early warning data collection tool that is aligned to the IGAD conflict early warning and early response mechanism has been developed and will be utilized to train and engage peace mediators, monitors andanalysts in monitoring, collecting, analyzing and reporting on conflict early warning data based on common conflict indicators, seeking action and tracking progress particularly against gender-specific indicators. Women peace mediators have been trained on this gender and early warning system.

2.5 REPORTING OF INCIDENTS OF SEXUAL AND GENDER-BASED VIOLENCE AGAINST WOMEN AND GIRLS AND ACTIONS TAKEN

Table 2: Cases of Sexual and Gender Based Violence against Women and Girls Reported and Actions taken; 2014-2019

Offence category	Court status	2014/15	2015/16	2016/17	2017/18	2018/19
Domestic violence	Convicted	55.9	57.8	56.8	51.5	59.3
	Dismissed	38.4	36.7	36.5	46.7	38.9
	Acquittal	5.8	5.4	6.8	1.8	1.8
Assault	Convicted	55.7	58.9	59.0	56.5	60.3
	Dismissed	37.9	34.9	34.3	38.7	33.7
	Acquittal	6.4	6.2	6.6	4.8	6.0

Source: JLOS 2020

According to the Uganda Police Force Annual Crime Reports (2014-2019), sexual and gender-based violence cases are the leading crimes including, common assault, domestic violence, defilement, threatening violence and child neglect. The majority of these cases are convicted and a sizeable percentage of these cases are dismissed due to lack of evidence, lack of a victim or witness support system and due to inefficiencies in the Judicial System. The Justice Law and Order Sector (JLOS) in 2018/20, conducted Special Sexual and Gender Based Violence (SGBV) Court Sessions to ensure that these cases are effectively handled. During the Special Court Sessions, 788 cases were disposed of, 78percent of which were child-related cases including defilement both simple and aggravated. It was established that 70percent of the cases involve relatives of victims thus the need for a victim support system (JLOS Sector report 2018/19).

2.6 MEASURES TAKEN TO PROTECT WOMEN'S RIGHTS

The UPDF has instituted a number of measures to protect women's rights including handling cases of GBV by the Directorate of Human Rights; some of which are referred to the Gender Officer at the Chieftaincy of Medical Services for medical treatment or to UPDF and Civil Courts. The Uganda Police Force has developed a gender policy (2018) and established the Family and Child Protection Units at all police stations to handle cases of SGBV.

In regard to integration of a gender perspective in humanitarian action and crisis response, the Government of Uganda and United Nations High Commission for Refugees (UNHCR) signed a memorandum of understanding in 2018 to use the Biometric Identity System and Pro Gres version to verify refugees in need of effective individual and specialized case management including psychosocial, legal aid, medical assistance, livelihoods support, delivery to protection services and aid to persons with specific needs. The Uganda Police Force introduced the refugee and host community policing measures as well as the Inter-agency feedback, referral and response mechanism which has strengthened the collaboration of Government Agencies with UN Agencies and Civil Society Organisations (CSOs).

Uganda is currently hosting over one million, four hundred thousand (1.4m) refugees the majority of whom are women and children (82 percent) from the neighbouring countries. The Government of Uganda, working in partnership with state and non-state actors, has put in place a number of measures to ensure gender provisions in peace agreements are taken care of at national, regional and international levels. For instance, the Governments of Kenya and Uganda signed an agreement for a Joint Kenya-Uganda Karamoja Cross-border programme for sustainable peace and development. This Programme encompasses a gender dimension to ensure consideration of gender provisions and inclusion of women in peacebuilding initiatives. The elimination of GBV is prioritized in the third National Development Plan (NDP III) and in the Ministry of Gender Labour and Social Development plan 2020/21 – 2024/2025.

Different sectors have also gone ahead to mainstream GBV in their Development Plan as is the case for the Education and Sports Sector, Health Sector, Justice and the Law and Order Sector (which include Police, Army, and Ministry of Justice, Internal Affairs and Office of Prime Minister (OPM)). Under the National Focal Point on Small Arms and Light Weapons, which is housed in the Ministry of Internal Affairs, issues of GBV including sexual violence are being addressed. OPM finalized the draft Peace Policy and the focus is on women's participation at all levels. Regulations to operationalize Trafficking in Persons Act 2009 were developed.

According to the Refugee Response Plan report (2019) by Office of Prime Minister and UNHCR report the highest proportion of representation by women on Refugee Welfare Council (RWC) Structures in Adjumani refugee settlements at 51percent, followed by Bidibidi in Yumbe at 46percent. The other settlements range between 1percent to 25percent women representation on RWC leadership structures. As a result GBV programming, particularly addressing sexual violence in refugees settlements, was scaled up.

Unlike in many other countries where refugees are hosted in camps and have limited rights, refugees in Uganda are hosted in settlements and have equal rights to services as Ugandan nationals, they are provided with basic education, health services, access to land for food production and food and non-food items.

Other key strategies that have subsequently been implemented by the Government in collaboration with partners include the Development Assistance to Refugee-Hosting Areas programme, Refugee Settlement Transformative Agenda, Refugee and Host Population Empowerment (ReHoPE) Strategic Framework and, more recently, the Comprehensive Refugee Response Framework (CRRF). These programmes are aimed at strengthening the resilience and self-reliance of host communities and refugees through multi-sector and coordinated interventions that involve both refugees and the host Communities.

2.7 LESSONS LEARNED FROM THE IMPLEMENTATION OF NAPI AND NAPII

A strong partnership between the Government and CSOs was one of the good practices identified, where CSOs provided expertise on WPS. Localization of the WPS agenda was recommended as a good strategy that enabled district local governments to plan and budget for interventions that addressed community-level conflicts and related gender concerns such as GBV. Seven local governments implemented Local Action Plans (LAP): Dokolo, Lira, Bushenyi, Kasese, Gulu, Kitgum and Amuria. In addition, Bushenyi, Dokolo, Kitgum and Amuria passed district ordinances and developed standard operating procedures for implementing the local plans and integrated them in district development plans to support resource mobilization and allocation, enhanced coordination and sustainability.

NAPI and NAPII focused on the two UNSCR 1325 pillars of protection and participation where in essence, the core of the two NAPs had centred on strategies for addressing GBV and increasing women's participation in politics. Secondly, NAPI and NAPII did not take cognizance of the women who had historically participated in peacebuilding work in conflict affected regions. As noted, these women played a significant role in WPS but this was not been documented in the process of implementation of NAPI and NAPII. Drawing on their experience would have been invaluable particularly in identifying the challenges and lessons they faced in their work to inform future interventions. Thirdly, implementation of the NAPI and NAPII was contingent upon provision of resources to the MDAs and other implementing partners which had not been done.

Budgetary implications of the implementation process should have been prioritized. Regardless of this limitation, some MDAs, by virtue of their mandate, had implemented NAP related interventions. Considering that stakeholders and actors had not been provided with guidelines on resource mobilization, their capacity to implement the NAPI and NAPII was greatly curtailed.

NAP I and NAPII were not widely disseminated so their implementation was rather low, caused by the low level of ownership among the different stakeholders. It is observed that the undocumented and uncoordinated work done on both NAPI and NAPII was easily duplicated thus creating a need for a strong and functional national coordination for NAP design, implementation and accountability followed by dissemination of each stakeholder's work.

Finally, the need for a comprehensive monitoring, evaluation and reporting (M&E) framework with clear outcomes, outputs and indicators of achievement, supported by enhanced capacity of key stakeholders enables tracking of progress and documentation of lessons learnt at every stage for the NAPs for effective planning and implementation. It is against this background that the Government of Uganda embarked on an all-inclusive design of NAP III.

2.8 DEVELOPING THE THIRD NATIONAL ACTION PLAN ON WOMEN, PEACE AND SECURITY

In January 2019, the Ministry of Gender, Labour and Social Development (MGLSD), with support from UN Women and the Royal Norwegian Embassy in Uganda, developed a roadmap to guide a highly inclusive and participatory process of developing NAP III. By the end of the NAPIII development roadmap in 2020, the goal was to have in place NAPIII strategy, individual operational plans for Ministries, Departments and Agencies (MDAs) and Civil Society Organisations (CSOs), a Monitoring and Evaluation (M&E) plan, a communications plan and a costed resource plan with achievable and measurable priorities.

The roadmap was informed by the review and evaluation of the two previous Ugandan NAPs (2008 and 2011-2015) on UNSCR 1325 and aimed towards inclusive ownership and leadership of the WPS agenda at the highest level of government. NAP III development was also informed by UN Women's 2015 global study on the implementation of resolution 1325. It identified four elements of a high-impact NAP: (1) an inclusive design process and an established coordination system for implementation, (2) strong and sustained political will, (3) identified and allocated implementation resources, and (4) a results-based monitoring and evaluation plan. The inclusive design process ensures that key government MDAs responsible for the NAP and relevant CSOs are represented in its creation and will be involved in its implementation.

Between January and August 2019, MGLSD and UN Women secured the commitment of 28 key government MDAs, religious and cultural institutions, CSOs, UN Agencies, the media, academia and private sector to take part in the development and implementation of the NAPIII where each institution assigned a focal person to the NAPIII Technical Committee to carry out WPS institutional audits and support the development of NAPIII. Subsequent activities on the roadmap were conducted, including:

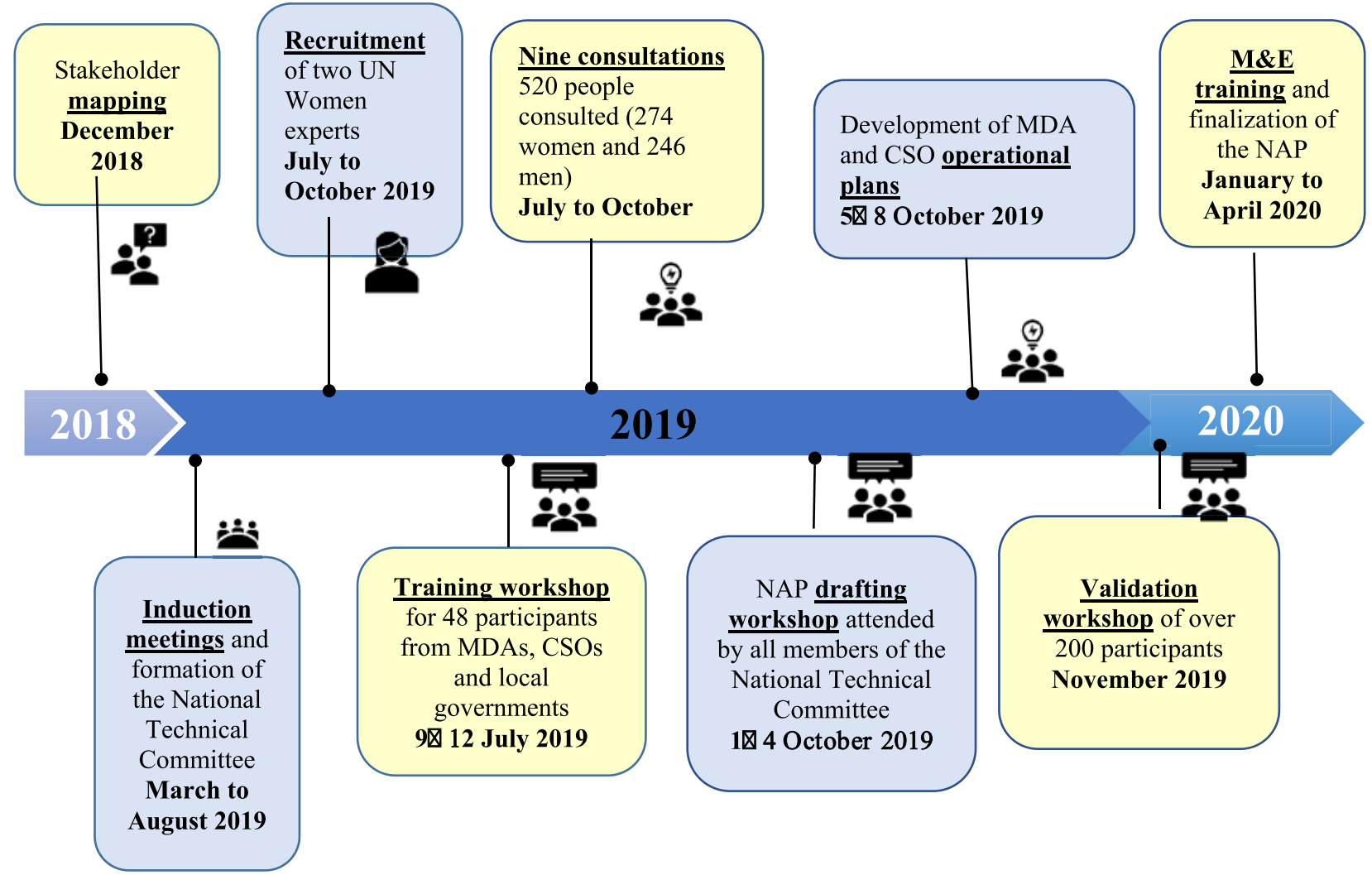
- Training of 48 NAPIII Technical Committee members;
- 9 regional, CSO and development partner consultative meetings with over 520 (274 female: 246 male) state and non-state actors;
- 15 WPS institutional audits; and drafting workshop with 25 Technical Committee members.

During the drafting workshop in October, 2019 all the members agreed on the structure and log frame for the NAP, provided direct input on each of the sections and by the end of the week a zero draft NAPIII was consolidated. This roadmap process led to a result orientated draft NAPIII that has improved knowledge of WPS in Uganda, enhanced inclusivity, accountability and ownership and strengthened collaboration and commitment by all relevant WPS state and non-state actors towards a common goal of inclusive, sustainable and lasting peace in Uganda.

The roadmap was characterized by eight key objectives and milestones, drawing lessons from the previous national review and CSO evaluation of NAPI and NAPII. Each of the key milestones in the roadmap is analyzed according to the objectives below:

1. Creating an enabling environment for the inclusion of all relevant actors from both government and civil society.
2. Increasing knowledge and awareness on UNSCR 1325 and of the NAPIII development process for enhanced accountability and transparency.
3. Establishment of National Steering Committee and National Technical Committee responsible for developing and implementing NAPIII;
4. Recruitment of UN Women national and international experts.
5. Capacity building of the National Technical Committee on the knowledge and tools needed to develop a high impact NAP;
6. Broad stakeholder engagement across all regions of the country to both inform and validate the content of the NAPIII and increase ownership and buy in from all state and non-state actors.
7. Inclusive engagement and participation in drafting of NAPIII;
8. MDA Mapping for development of results-oriented implementation plans for NAPIII.

Figure1: The Roadmap to NAPIII Development



CHAPTER THREE

STRATEGIC AGENDA OF NAPIII ON WOMEN, PEACE AND SECURITY

THE THEORY OF CHANGE

THE OVERALL GOAL AND OBJECTIVES OF THE NAPIII ON WOMEN, PEACE AND SECURITY

NAPIII PRIORITY OUTCOMES, MEDIUM-TERM OUTCOMES AND OUTPUTS

CHAPTER THREE:

STRATEGIC AGENDA OF NAPIII ON WOMEN, PEACE AND SECURITY

3.1. INTRODUCTION

UNSCR 1325, and the other Security Council resolutions, are binding upon all UN Member States and therefore the Government of Uganda is expected to fully implement the resolution through the development and implementation of National Action Plans.

The NAP III, provides a strategic framework, through the WPS agenda, to mainstream UNSCR 1325 into national development and peace strategies, with a focus on strengthening the effective roles of women in the achievement of lasting and inclusive peace in Uganda. The NAPIII also outlines specific actions to be undertaken by the various State and Non-State actors.

3.2 THE THEORY OF CHANGE

Much as both men and women suffer during conflict situations, women and children bear the brunt of the effects in form of violence, displacement, poverty, injustices, diseases among others and sometimes due to human made and natural disasters. Hence diverse interventions are required to address their needs. Therefore, if women participate in peace and development processes, negative social, cultural and religious norms that hinder participation of women in decision making are addressed, and if coordination mechanism are strengthened, then lasting and inclusive peace will be achieved. Evidence shows that women are key drivers of peace and security and including them in peace processes has proven to lead to more lasting peace and stable societies.

3.3 THE OVERALL GOAL AND OBJECTIVES OF THE NAPIII ON WOMEN, PEACE AND SECURITY

The overall goal of NAP III is to ensure sustained peace and security through enhanced meaningful participation of women in peace and development processes. Specifically, NAP III aims to:

Prevent all forms of violence and promote peace within families, communities and the nation
Promote meaningful participation of women in leadership and governance at all levels
Strengthen the capacity of women to mitigate and prevent natural and human made disasters
Strengthen the institutional and coordination mechanism for WPS agenda at all levels

3.4 NAPIII PRIORITY OUTCOMES, MEDIUM-TERM OUTCOMES AND OUTPUTS

Uganda's NAP III is a strategic document that reflects the plans of the Government to achieve high impact on WPS. NAP III articulates the Government's commitment and priorities, and outlines specific results that all stakeholders will contribute to for the desired change from 2021 to 2030. NAP III will foster enhanced coordination and communication among and between MDAs and CSOs, and strengthen linkages with local governments and grassroot CSOs to broaden representation and ownership, scale up outreach and increase impact. NAP III is designed to focus attention on results. Its outputs, 15 medium-term outcomes and four core outcomes are shown on the following pages. The specific interventions and activities to achieve these results are reflected in the Operational Plans of relevant MDAs and CSOs, which are aligned to NAP outcomes and outputs and detailed within the Monitoring and Evaluation framework.

Figure 2: Priorities for NAP III: Priority and Medium-Term Outcomes

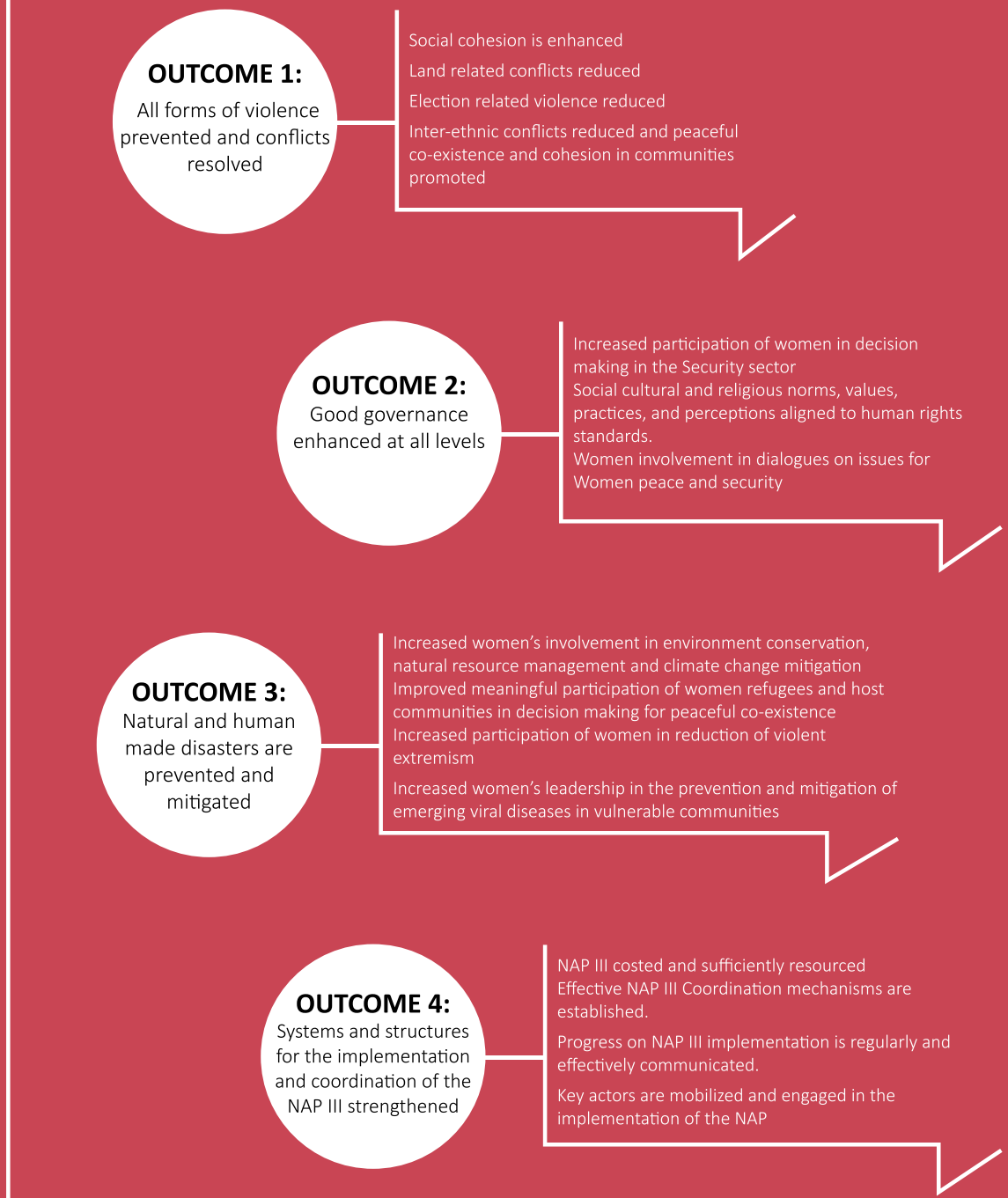


Table 3: Midterm Outcome and Output for Priority Outcome One: All forms of violence prevented and conflicts resolved

MEDIUM TERM OUTCOMES			
1.1 Social cohesion is enhanced	1.2 Land related conflicts reduced	1.3 Election related violence reduced	1.4 Inter-ethnic conflicts reduced and peaceful co-existence and cohesion in communities promoted
OUTPUTS			
1. Increased number of women participating in transitional justice processes	1. Enforcement of the legislation requiring the involvement of women in family land transactions	1. Systems, structures, and frameworks for preventing and mitigating violence against women in elections established.	1. Increased number of women on peace committees
2. Paralegal training, mediation and negotiation skills provided to women	2. Women and girls educated on land rights	2. Increased number of women participating in elections	2. Leadership skills provided to women to effectively participate in conflict resolution processes
3. Media campaigns on alternative conflict resolution systems conducted	3. Increased number of women on land management committees	3. Increased number of women involved in election tribunals and petitions	3. Women have better knowledge on mediation and negotiation skills
4. Institute early warning systems and surveillance		4. Women's organisations involved in conflict early warning for electoral processes supported	4. Interethnic dialogues enhanced through the leadership and participation of women

3.4.1 PRIORITY OUTCOME ONE: ALL FORMS OF VIOLENCE PREVENTED AND CONFLICTS RESOLVED

For decades, women in conflict and crises contexts have proved a reliable source of information and knowledge on prevention and protection measures for the population at risk, and have contributed in developing national strategies for conflict prevention that are relevant to the context, benefiting not only women but also the wider community. In Africa, countries have acknowledged women's participation and resilience as crucial to the prevention of conflict, violent extremism and the mitigation of conflicts related to climate change and disasters that have led to displacement.10 Women's participation in transitional justice processes that promote justice and reconciliation is an important factor in addressing human rights abuses after conflict. This is true for Uganda with its Transitional Justice Policy. The Government of Uganda recognizes the important roles women have played in working with community and religious leaders to sensitize them on gender equality and women's rights principles, and relevant national laws and policies. Making women part of conflict management initiatives and preventive measures at each level will be key to successful implementation of NAP III.

Outcome one of NAP III therefore focuses on conflict prevention and resolution by addressing issues that undermine social cohesion, and escalate land, interethnic and election-related conflicts. Over the next five years, the Government aims to ensure increased capacities for women in areas of transitional justice, mediation and negotiation skills, land rights and conflict early warning so they can be involved in resolving existing conflicts and contributing to preventing new ones from escalating. The Government will continue to partner with CSOs to scale up not only leadership skills training but also other skills for women that would make them more effective conflict mediators, negotiators and election observers, and equip them to play other roles on committees and government structures to enhance peace and effective governance.

STRATEGIC INTERVENTIONS FOR OUTCOME ONE:

ix. Build capacity of women to engage in meaningful prevention of violence and conflict resolution
x. Enforce the existing policies and legal frameworks (The Transitional Justice Policy 2019, The Land Act 1997 amended 2010, The Election Act and Electoral laws)
xi. Strengthen prevention of violence and conflicts at all levels including trainings in peace negotiations and mediation
xii. Engage traditional and cultural institutions to promote peaceful co-existence.
xiii. Use of ICTs in detecting and generating information on emerging cases of conflicts.
xiv. Support women's civic engagement and political participation.
xv. Develop and expand women leaders' access to professional networks and resources.
xvi. Promote women's recruitment, retention, and professional growth in the justice and security sectors, including as part of broader security sector reform efforts.
xvii. Support MDAs and other actors to engage women and incorporate the perspectives and needs of women across their work.
xviii. Invest in the next generation of women leaders by scaling up young women and girls' expertise, skills, and engagement in scientific fields relevant to security.
xix. Strengthen women's access to, and support women's influence in, formal and informal peace and transition processes, security initiatives, and decision-making institutions.
xx. Strengthen legal reform and accountability for conflict related sexual violence, including best practice: as part of traditional justice processes while preventing violence advocating for women's participation in such processes.
xxi. Support women and girls' access to humanitarian assistance that is tailored to their distinct needs.
xxii. Promote cross-sectoral support for survivors, including access to justice, medical and psychosocial support, and economic opportunity.
xxiii. Incorporate WPS principles and themes into formal training by the Foreign Service Institute for its personnel, including both Foreign Service and Civil Service employees, contractors, and locally employed staff at every level.
xxiv. Collaborate with regional organizations, networks, and platforms to advance WPS principles, values and practices.

10 UN Women 2016.

Table 4: Midterm outcomes and outputs for Priority Outcome Two: Good governance enhanced at all levels

MEDIUM TERM OUTCOMES		
1.1 Increased participation of women in decision making in the Security sector	1.2 Social cultural and religious norms, values, practices, and perceptions aligned to human rights standards	1.3 Women involvement in dialogues on issues for Women peace and security increased
OUTPUTS		
1. Gender policies across all security sector institutions passed, including family friendly policies	1. Manuals on human rights customized to reach cultural and religious leaders	1. Programs that provide mentorship and coaching of women in leadership and management instituted across sectors
2. Increased appreciation of the impact of sexual harassment and violence in the security sector, including impartial internal investigations and discipline systems	2. A series of face-to-face engagement with religious and cultural leaders on the transformative role of women in peace and security, leadership and management conducted	2. Women in leadership equipped with knowledge and skills in leadership & management enabling them to participate in decision making at national and sub national, formal, and informal sectors.
3. Increased knowledge and awareness of security sector leadership on the transformative role of women participation	3. Multi-media public campaigns on the role of women in peace and security implemented	
4. Systems and structures for the implementation of the gender policies in security sector institutions are strengthened		
5. Increased number of women are recruited and retained in security sector institutions using specialized training and recruitment programs		
6. Increased knowledge and understanding of the impact of sexual harassment and sexual violence in security sector institutions		

3.4.2 PRIORITY OUTCOME TWO: GOOD GOVERNANCE ENHANCED AT ALL LEVELS

Uganda's affirmative action policies and legal provisions have greatly enhanced women's visibility in leadership and contributed to their political empowerment. The Government of Uganda recognizes that conflict is no longer merely about securing borders and maintaining sovereignty, but that a focus on human security is central to sustaining any security gains. The country cannot be secure if citizens are not secure. Women have an essential role to play in increasing the operational effectiveness of the security sector, and contributing to sustainable peace and security by advancing institutional and cultural transformation from the inside.

The regional consultations identified issues that hinder women from participating in decision-making, particularly in the security sector. These include social, cultural and religious norms and beliefs that lead to negative perceptions and attitudes that the security sector is for men; the persistent sexual harassment within the sector that deters qualified women from joining the police or the military; and the harsh environment and image of security forces in the community.

Outcome Two therefore focuses on measures that will enhance the leadership and management capacities of women so they can exercise meaningful influence over decision-making at all levels of governance, including in security sector institutions. The outcome is a recognition of the fact that women play an important role in the security sector, and must be represented in decision-making processes. The integration of women in decision-making means that the concerns and experiences of both women and men are taken on board, that gender policies in the UPDF and UPF are fully implemented, and that institutional systems and structures support gender equality.

STRATEGIC INTERVENTIONS FOR OUTCOME TWO:

I. Popularize policies and laws supporting women's participation in leadership and decision making.

II. Enforce the quota of women of at least 30percent representation at all levels, in public and private sector.

III. Design and conduct media campaigns on meaningful participation of women in leadership and decision making.

IV. Develop and support special leadership training programmes for women leaders.

V. Conduct research and document women's experiences in leadership.

VI. Review and amend all laws that undermine women's participation in decision making.

VII. Develop and implement policy measures to ensure women's active and meaningful participation.

VIII. Profile and documentation on women's performance on promoting good governance

Table 5: Midterm outcome and outputs for Priority Outcome Three:Natural and human made disasters prevented and mitigated

MEDIUM TERM OUTCOMES			
3.1 Increased women's involvement in environment conservation, natural resource management and climate change mitigation	3.2 Improved meaningful participation of women refugees and host communities in decision making for peaceful co-existence	3.3 Increased participation of women in reduction of violent extremism	3.4 Increased women's leadership in the prevention and mitigation of emerging viral diseases in vulnerable communities
OUTPUTS			
1. Number of specific climate change programmes that target disaster prone communities	1. Women in refugee settlements and host communities have increased leadership capacities and skills to participate in community processes	1. Integration of gender lenses into community programmes on the prevention of violent extremism, de-radicalization, reintegration, and reconciliation	1. Increased knowledge and awareness among women for the prevention and management of emerging viral diseases
2. More women have knowledge and skills on use of renewable energy infrastructure and eco-friendly technologies in communities prone to-natural disasters	2. Increased household income of women refugees and host communities	2. Functional peace committees in conflict prone districts focusing on countering violent extremism	2. Strengthened capacity of actors in gender responsive prevention and mitigation of emerging viral diseases.
3. Climate-sensitive policies/ frameworks to narrow the gender gap, reduce impact of and empower women to contribute and benefit from climate change mitigation developed.	3. Increased knowledge of the relevant laws and policies of Uganda among refugee women	3. Increased number of women with knowledge on detecting and reporting violent extremism	
4. Women have better knowledge on early warning systems for climate related natural disasters	4. Psychosocial programmes exist and include gender and conflict resolution lenses	4. Integration of countering violent extremism mechanisms in Community policing programmes	

3.3.3 PRIORITY OUTCOME THREE: NATURAL AND HUMAN MADE DISASTERS PREVENTED AND MITIGATED

Uganda is prone to natural and human made disasters leading to great distress for communities, while disproportionately affecting women and girls. The National Policy for Disaster Preparedness and Management (2011) lists natural disasters as droughts, famine and food insecurity, floods, landslides and mudslides, epidemics, pandemics, heavy storms, earthquakes, and pest infestations. It identifies common human-induced disasters as fires, internal armed conflicts, land conflicts, terrorism, cattle rustling, industrial and technological hazards, and environmental degradation that have often led to internal displacement.

Since 2016, Uganda has received an unprecedented influx of refugees from Burundi, the Democratic Republic of the Congo and South Sudan. It currently hosts over 1.4 million refugees and asylum seekers,11 making it the largest refugee hosting country in Africa and the third largest in the world.12 Among the refugees, 83 percent are women and children.13 Social norms, practices, and beliefs, however, frequently prevent women from participating in and equally benefitting from humanitarian responses. There must, therefore, be an effort to ensure that women effectively participate in the design, implementation and review of relief and recovery programmes.

Outcome Three addresses issues arising from natural and human-made disasters. It aims to ensure that women are equal partners in disaster mitigation and management, including on issues reported during the consultations, such as conflicts related to climate change, conflicts between refugees and host communities, violent extremism, and outbreaks of disease.

This will be realized by the following strategic interventions:

i. Promote and support women's access to climate change related information and information on environmental conservation technologies

ii. Strengthen women's capacity to prevent, prepare for, and recover from natural hazards by ensuring early warning data is up to date, reflects women's and men's gender roles and is disseminated; capacity of women on early warning systems for climate related natural disasters is built and specific climate change programmes targeting women are developed.

iii. Empower women in refugee settlements and host communities to take on leadership roles and participate in interventions that promote peaceful coexistence.

iv. Provide sustainable livelihood opportunities to women in refugee settlements and host communities to strengthen their resilience and promote positive coping mechanisms

v. Support women groups to gain knowledge and skills in detecting and preventing violent extremism and provide psychosocial support to families affected by violent extremism

11 See the Uganda Comprehensive Refugee Response Portal at https://ugandarefugees.org/en/country/uga.
12 UNHCR 2017.
13 UNHCR Uganda 2019.

Table 6: Midterm outcomes and outputs for priority outcome four:Systems and structures for the implementation and coordination of the NAP III strengthened

MEDIUM TERM OUTCOMES			
4.1 NAP III costed and sufficiently resourced	4.2 Effective NAP III Coordination mechanisms are established	4.3 Progress on NAP III implementation is regularly and effectively communicated	4.4 Key actors are mobilized and engaged in the implementation of the NAP
OUTPUTS			
1. Public resources are allocated for NAP III implementation	1. A National Steering Committee is established to oversee the implementation of the NAP III	1. Quarterly newsletters are developed and disseminated among relevant MDAs, CSOs and donors	1. Local Action Plans are developed in at least 50 districts
2. A Pool Fund for the implementation and monitoring of NAP III created, operational and functiona	2. Inter-Ministerial Task Force is established to take the lead on development and implementation of the Operational Plans	2. NAP III is popularized at national and local levels	2. Strengthened knowledge and skills of relevant government MDAs, and CSOs to monitor and evaluate progress of NAP III
3. Specialized technical personnel from relevant MDAs and CSOs are assigned to coordinate the implementation of NAP III		3. A communication plan is developed and implemented	

3.4.4 PRIORITY OUTCOME FOUR: SYSTEMS AND STRUCTURES FOR THE IMPLEMENTATION AND COORDINATION OF THE NAP III STRENGTHENED

This outcome seeks not only to address the institutional issues identified in the reviews of NAP I and NAP II, but also to enhance the efficiency, effectiveness, and coordination of NAP III implementation.

COORDINATING IMPLEMENTATION OF NAP III

NAPIII enables coordination between and among all stakeholders in Government and Non-state Actors. The formation of the three-tier coordination mechanism outlined in Section 5.4 responds to the coordination challenges raised, and is also a lesson learned from good practices in other countries. The Inter-ministerial, high-level National Steering Committee will provide strategic policy guidance and support to the NAP implementation process. The National Technical Committee will meet quarterly to share and document progress on NAP implementation, define lessons and address emerging issues. The NAP Secretariat will ensure the tracking of results, coordination of joint activities, management of a Trust Fund and adequate information flow among partners.

MONITORING NAP PROGRESS AND EVALUATING IMPACT

A monitoring and evaluation framework for NAP III (Annex I), with measurable and clearly defined performance indicators, will enable tracking of the progress and impact of the NAP. The indicators are SMART (specific, measurable, achievable, relevant and time-bound), which allows implementing partners to translate intended results into concrete interventions that lead to specified results. Having a framework with clearly defined indicators at all level of results will enable monitoring at the output and outcome levels.

NAP III has been designed to achieve high impact, emphasizing results. Individual MDAs and CSOs have designed operational plans specifying the interventions they will carry out to contribute to the outcomes, mid-term outcomes and outputs. While activities will be designed and implemented at the MDA and CSO level, the focus at the national level will not be on which activities have been implemented but on which results have been achieved that contribute to the overarching NAP outcomes.

COSTING NAP III

A costing plan will guide resource mobilization and allocation. At the same time, each implementing MDA and CSO has a separate but linked costing plan for the implementation of their operational plan. MDA and CSO costing plans will enable integration into the main financing modalities of each MDA.

MOBILIZATION OF FUNDS

A collaborative funding mechanism has been developed to encourage inclusivity and ownership. The funding mechanism will facilitate a joint effort by all actors towards factors hampering adequate financing and contribute to accelerating the full and effective implementation of the UNSCR 1325. Collaborative funding will bring on board Government Ministries, Departments and Agencies, Civil Society organizations, UN agencies, Private sector, and Development Partners. The intersectionality of NAPIII will present an opportunity for organizations to support both financially and technically enabling more effective and efficient implementation.

COMMUNICATING NAP III

The NAP has a communications plan (Annex I). Since it is a transformational agenda, achieving its outcomes requires well-coordinated and articulated messages delivered through channels of communication that are accessible. Communicating these messages accurately and consistently will sustain engagement with stakeholders and policymakers, establish a conducive environment for progress and promote information exchange. This will not only increase stakeholders' understanding of their roles but also sustain momentum. At the same time, NAP III will be disseminated widely to increase access to partners and stimulate demand for accountability.

STRATEGIC INTERVENTIONS FOR OUTCOME FOUR:

SYSTEMS AND CAPACITY STRENGTHENING OF THE COORDINATING STRUCTURES

i. Capacity building for the MGLSD –DGWA to effectively spearhead implementation of NAP III

ii. Mobilisation of resources for effective implementation

iii. Create spaces and opportunities to share lessons across sectors and among Countries

PROMOTE THE OWNERSHIP OF UNSCR 1325 & ITS NAP III BY ALL THE STAKE HOLDERS

i. Dissemination & Popularization of UNSCR 1325 &NAP III.

ii. Organize a Round Table Platform of Donors for the National Action Plan Funding.

iii. Organize consultations with Members of WPS National Forums, women organizations and Civil Society Organizations to emphasize their role in the implementation of NAP III

iv. Localizing the NAPIII

SUPPORT RESEARCH AND DOCUMENTATION

i. Conduct research on lessons learned, best practices, causes & conflict dynamics from a gender perspective.

ii. Compile data on women's participation in peacekeeping processes.

ESTABLISH A MONITORING & EVALUATION MECHANISM

i. Conduct Implementation Baseline Study of UNSCR 1325 NAP III

ii. Conduct quarterly reviews of the implementation of NAP III

iii. Conduct an annual gender audit in relation to the NAPIII and produce an annual report on progress made.

CHAPTER FOUR

PARTNERSHIPS

LOCALISATION OF NAPIII ON WOMEN, PEACE AND SECURITY IN UGANDA

OPERATIONAL PLANS

ROLES OF THE DIFFERENT KEY ACTORS IN IMPLEMENTATION OF NAPIII

COORDINATION STRUCTURE AND TERMS OF REFERENCE

COMMUNICATION STRATEGY OF NAPIII

CHAPTER FOUR:

IMPLEMENTATION OF THE WOMEN, PEACE AND SECURITY AGENDA IN UGANDA

Uganda has been implementing NAPs on women, peace and security since 2008. It was the second country in Africa to adopt such a plan. The first NAP was a three-year framework that expired in 2010, after which the country designed a five-year NAP II which was launched in 2011, in line with the first National Development Plan. NAP II expired in December 2015. At that point, multi stakeholder reviews and a country-wide evaluation were conducted.

4.1 PARTNERSHIPS

The NAP is not intended to be prescriptive but an essential guiding tool for different sectors. It is therefore important to engage relevant stakeholders in a multi-sectoral approach that is paramount for the successful implementation of the NAP: These include among others; Government line Ministries, Departments and Agencies (MDAs), Districts Local Governments; Indigenous and international Non-Government Organisation (NGOs); Community Based Organization (CBOs); the Media, Faith Based Organisations (FBOs) ;Cultural Institutions; the Academia; UN Agencies and bilateral Organisations; Private Sector; Donor Agencies and Development Partners.

4.2 LOCALISATION OF NAPIII ON WOMEN, PEACE AND SECURITY IN UGANDA

Localisation entails a people-based, bottom-up strategy that enhances local ownership and participation for more effective policymaking and implementation. The approach was cited in the reports of the United Nations Secretary-General to the Security Council each year from 2012 to 2015, in addition to the UN Women WPS report (2015), as a key tool for translating policy into practice.

In Uganda, the localisation process was introduced by CSOs in partnership with the MGLSD. The process directly engages local authorities, security agencies, cultural and religious leaders, teachers, security sector institutions, CSOs, youth and the media within a particular local government to design interventions to address local issues that undermine the peace and security of women. Localisation facilitates greater cross-sectoral cooperation and collaboration, including among local government departments, and with CSOs and other development partners working in a given district. The strategy promotes systematic coordination between national and local government authorities, promotes local ownership of the agenda and supports identification of concrete actions for implementation at the community level.

4.3 OPERATIONAL PLANS

NAP III has been designed to achieve high impact, emphasizing results. To this end, individual MDAs and CSOs have designed operational plans specifying the interventions they will carry out to contribute to the outcomes, mid-term outcomes and outputs. These operational plans will be the primary implementation modality of NAPIII. The role of the MGLSD will be to ensure that all government MDAs and CSOs involved act in close coordination as they work to implement the NAPIII and develop and execute their own operational plans that are in line with the M&E framework of the NAPIII and ensure reporting of funding and gaps through the trust fund mechanism of the NAPIII.

4.4 ROLES OF THE DIFFERENT KEY ACTORS IN IMPLEMENTATION OF NAPIII

The UN Women Global Study on the implementation of UNSCR 1325 recommended, among other things, support and investment in participatory processes, social accountability tools and localization initiatives "to link global, national and local efforts and ensure the voices of most affected and marginalized populations inform and shape relevant responses". The Government of Uganda has put in place policies, legislatives frameworks and programs which provide an enabling environment for the implementation of NAP towards the WPS agenda in Uganda and remains committed to institute various measures to ensure the protection of the special needs and human rights of women and children. Table 7 outlines the generic roles and responsibilities for institutions at all levels in the implementation of the NAPIII.

TABLE 7: KEY ACTORS AND THEIR ROLES AND RESPONSIBILITIES IN THE IMPLEMENTATION OF NAPIII

ACTORS	ROLES AND RESPONSIBILITIES
Ministry of Gender, Labour and Social Development	The Ministry of Gender, labour and Social Development shall provide strategic oversight direction and coordination for the implementation of the UNSCR 1325 NAP III in line with the existing national policies and legal frames works • Ensure that all government MDAs and CSOs involved in WPS Agenda act in close coordination as they work to implement the National Action Plan, develop, and execute their own sector-specific operational plans • Integrate the Women, Peace, and Security Agenda in relevant national-level policies and strategies. • Establish appropriate coordination mechanisms for the implementation of the NAP at different levels for networking, sharing of information and effective synergies • Oversee the monitoring and evaluation of the NAP III at all levels • Build capacities of different stakeholders to mainstream WPS issues in their program design and implementation of the WPS agenda. • Spearhead the implementation of the communication strategy including, mass campaigns for awareness creation on NAP III. • Conduct regular meetings for NTC
Security Sector (MoDVA and MoIA)	• Enhance the capacity of women to participate in peace-building processes. • Establish an enabling environment for women to effectively contribute to peace and security in the country. • Improve the living conditions of women and their families so as to promote increased human security. • Strengthen structures that promote effective participation of women in peace and security. • Support the rehabilitation, psycho-social support and resettlement of military veterans as a key mechanism for building sustainable security in the country.

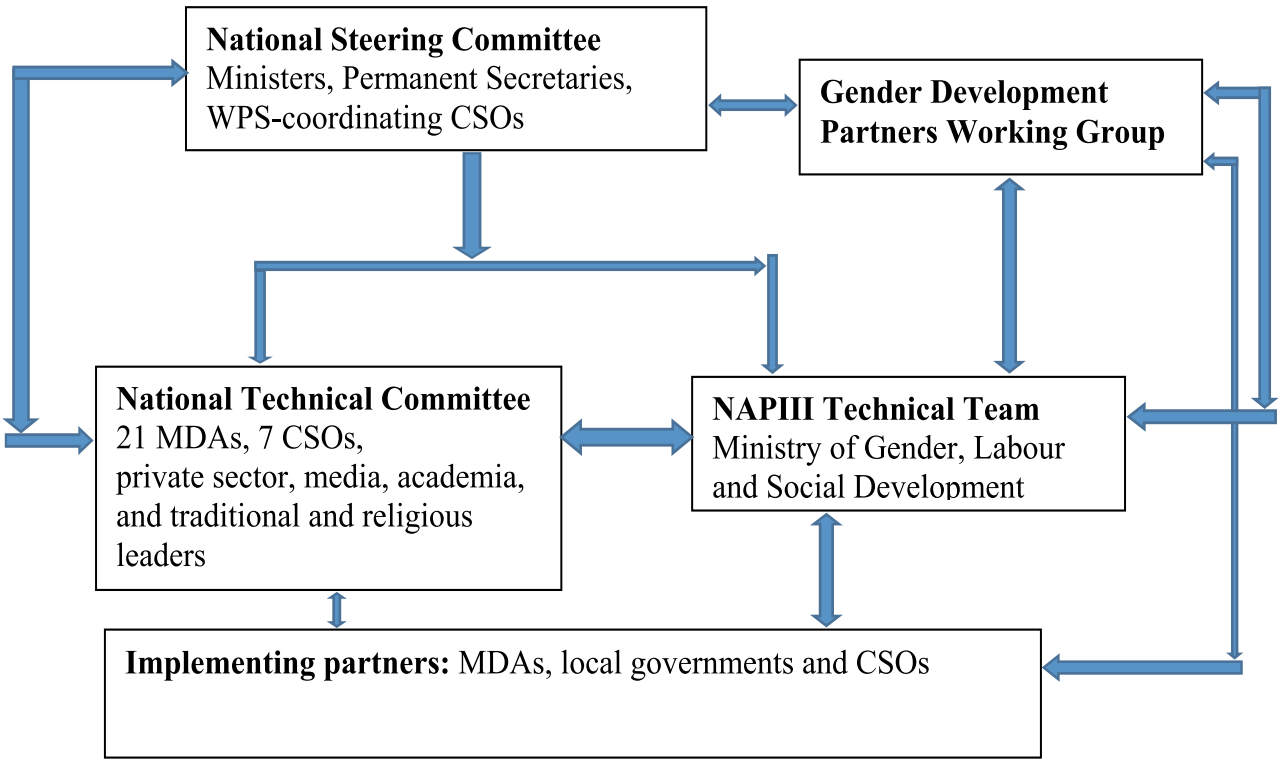
ACTORS	ROLES AND RESPONSIBILITIES
Ministry of Health	• Coordination of health sector actors for effective response during violence and conflict situations • Issue guidelines for timely prevention and management of emerging viral diseases in vulnerable communities
Justice Law Order Sector	• Coordinate all actors in the sector for effective NAP implementation • Enact and /or review legislation on WPS • Build capacity of all actors in the sector such as Police, DPP, Judges, Magistrates, prisons among others
Parliament of Uganda	• Enact and amend laws on WPS • Monitor the implementation of international instruments that promote WPS • Monitor implementation of the Action Plan • Ensure appropriation of adequate financial resources for WPS
Local Governments	• Provide an oversight role of coordinating NAP III implementation at the district level • Develop and operationalize district Local Action Plans • Establish coordination committees at the district level • Create awareness on both the NAPIII and LAP • Integrate the district action plans and programmes into budgeting processes • Monitoring LAP implementation at the district level
Civil Society Organisations, NGOs and Women's organisations	• Create awareness on the WPS agenda and the NAP in particular • Institutionalize and operationalize the principles of the WPS agenda • Mobilize resources for the implementation of the NAP • Build capacity of women leaders and women groups to prevent and resolve conflicts • CSOs play a major role of supplementing Government work • Conduct Monitoring and reporting on the NAP implementation • Translate and popularize the Action Plan • Advocate for implementation of the Action Plan on WPS
Faith Based Organizations (FBOs)	• Sensitize and create awareness on the NAP • Provide psycho-social support to victims/ survivors of violence and conflicts • Mobilise resources for implementation
Institutions of Traditional and Cultural leaders	• Encourage communities to abandon negative traditional practices that promote violence and conflicts • Promote and conserve positive cultural practices that promote human rights • Mobilise resources • Conduct community mobilization and create awareness on NAP

ACTORS	ROLES AND RESPONSIBILITIES
Media	• Build capacities of media practitioners on gender responsive programming and reporting on WPS • Popularize and disseminate NAP related information messages using popular media. • Promote public dialogue on WPS and NAP using popular media channels to enhance knowledge sharing and building positive synergies. • Promote positive portrayal of women and men in the media and eliminate gender stereotypes.
Academia and research institutions	• Conduct research on UNSCR 1325 and WPS related issues to inform policy, planning and programming.

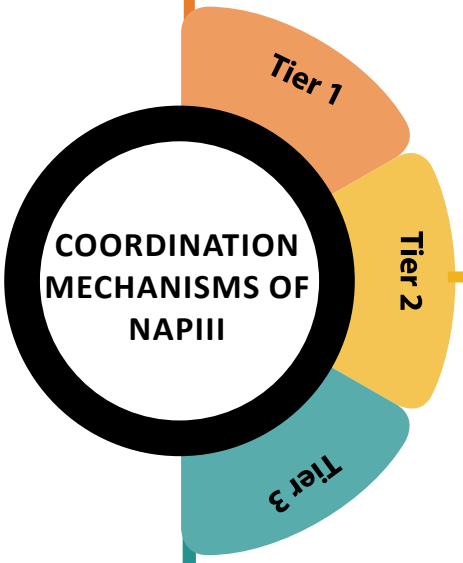
4.5 COORDINATION STRUCTURE AND TERMS OF REFERENCE

The Government established a three-tier national level coordination mechanism for NAP III, presented in Figure 3.

FIGURE 3: COORDINATION STRUCTURE FOR NAP III



COORDINATION MECHANISMS OF NAPIII STRUCTURE



4.5.1 TIER 1. NATIONAL STEERING COMMITTEE

The National Steering Committee for the NAP is the highest structure in the coordination mechanism. An inter-ministerial committee, it is composed of Ministers and/or Permanent Secretaries of the Office of the Prime Minister; Ministry of Gender, Labour and Social Development; Ministry of Defence and Veteran Affairs; Ministry of Internal Affairs; Ministry of Health; Ministry of Foreign Affairs; Ministry of Local Government; Ministry of Finance, Planning and Economic Development; and Ministry of Security. It also includes the top managers of the Uganda Electoral Commission, Uganda Police Force, Uganda Human Rights ACommission, Equal Opportunities Commission, Makerere University, and two civil society organizations, the Coalition for Action on 1325 and the Women's International Peace Center.

The Steering Committee will provide policy guidance and strategic direction for NAP III. It will meet once a year to review progress and the workplan for the next year.

4.5.2 TIER 2. THE NATIONAL TECHNICAL COMMITTEE

This is the technical arm of the coordination structure. It is composed of the WPS focal point persons representing each of the MDAs above in addition toCSOs working on WPS related issues and the Inter Religious Council of Uganda (IRCU). The National Technical Committee(NTC) is chaired by the MGLSD, and is accountable for the following functions:

- Fostering ownership of the NAP within relevant MDAs and CSOs
- Increasing awareness and building knowledge and political will within MDAs
- Providing input and leading intra-MDA consultations to draft NAP III
- Coordinating within and outside each MDA and CSO in the consultation process
- Leading MDA and CSO participation in drafting, presenting and validating NAP III
- Participating in the launch of and other activities to promote NAP III
- Providing strategic and technical guidance for NAP implementation with a specific focus on the annual operational plans within each MDA or CSO
- Providing strategic and technical guidance, and coordinating the development and implementation of the NAP communications plan, the M&E plan and the costing plan within each MDA or CSO
- Leading in monitoring and reporting on NAP-related activities within the MDA or CSO
- Coordinating with other MDAs and CSOs to promote NAP implementation as well as being the point person on a strategy to communicate NAP results
- Meeting as the Committee once a month for the first three months and once per quarter after implementation of the NAP begins

4.5.3 Tier 3. The National Technical Team for NAP III

The Ministry of Gender, Labour and Social Development as the National Secretariat for NAP III will establish A Technical Team and which will be responsible for the following functions:

- Organizing and managing the development of the NAP
- Coordinating resource mobilization for NAP implementation
- Building and sustaining partnerships for effective NAP resourcing and implementation, including by establishing a trust fund mechanism
- Printing and translation of the NAP
- Coordinating dissemination and communication of the NAP
- Keeping track of the progress of each MDA and CSO involved in NAP implementation
- Convening meetings of the National Steering Committee and the National Technical Committee
- Coordinating joint monitoring of the progress of NAP implementation
- Coordinating reporting on NAP implementation at the national, regional and global level

CHAPTER FIVE:

COSTING OF THE NAPIII

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COSTING OF THE NAPIII

TABLE 8: OUTCOMES AND THEIR COSTS

RESULTS	COST (UGX)
OUTCOME ONE: ALL FORMS OF VIOLENCE PREVENTED AND CONFLICTS RESOLVED	
Medium-term Outcome 1: Social cohesion is enhanced	
Increased number of women and youth participating in transitional justice processes	95,502,200
Paralegal training, mediation and negotiation skills provided to women and youth	3,461,455,000
Media campaigns on alternative conflict resolution systems	51,746,000
Medium-term Outcome 2: Land conflicts are reduced	
Enforcement of the legislation requiring the involvement of women and youth in family land transactions	989,345,000
Women and girls educated on land rights	272,155,000
Increased number of women and youth on land management committees	870,543,120
Medium-term Outcome 3: Election-related violence is reduced	
Women and youth encouraged to engage in election processes as a viable career option	387,000,000
Increased number of women and youth participating in elections	947,080,992
Increased number of women and youth involved in election tribunals and petitions	2,310,954,260
Women's and youth organizations involved in conflict early warning for electoral processes supported	523,911,100
Medium-term Outcome 4: Inter-ethnic conflicts reduced peaceful co-existence and cohesion in communities promoted	
Increased number of women and youth in peace committees	220,720,000
Women candidates supported to participate in local council elections	10,800,000,000
Leadership skills provided to women and youth to effectively participate in conflict resolution processes	1,398,071,000
Mediation and negotiation skills provided to women and youth	199,920,000

RESULTS	COST (UGX)
SUB-TOTAL OUTCOME ONE	25,528,403,672
OUTCOME 2: GOOD GOVERNANCE ENHANCED AT ALL LEVELS	
Medium-term Outcome 1: Increased participation of women in decision making in the Security sector	
Gender policies across all security sector institutions passed	2,035,000,000
Increased knowledge and awareness of security sector leadership on the transformative role of women's participation	827,068,000
Systems and structures for the implementation of gender policies in security sector institutions are strengthened	750,000,000
Medium-term Outcome 2: Social cultural and religious norms, values, practices and perceptions aligned to human rights standards	
Manuals on human rights customized to reach cultural and religious leaders	193,000,000
A series of face-to-face engagements with religious and cultural leaders on the transformative role of women in peace and security conducted	5,134,055,000
Multimedia public campaigns on the role of women in peace and security implemented	208,673,758
Medium-term Outcome 3: Increased number of women are recruited and retained in security sector institutions	
Special recruitment and training programmes instituted	846,807,000
Family-friendly policies instituted across security sector institutions	
Increased knowledge and understanding of the impact of sexual harassment and sexual violence in security sector institutions	250,000,000
Impartial, gender-responsive internal investigations and discipline systems instituted to end impunity across all security sector institutions	560,330,000
Economic empowerment for women in the security sector	785,000,000
SUB-TOTAL OUTCOME 2	11,589,933,758
OUTCOME 3: NATURAL AND HUMANMADE DISASTERS ARE PREVENTED AND MITIGATED	
Medium-term Outcome 1: Increased women's involvement in climate change mitigation	
Increased women's involvement in climate change mitigation	106,028,000
Number of specific climate change programmes that target conflict-prone communities	1,210,740,000
Increased adoption of renewable energy infrastructure and eco-friendly technologies in communities prone to conflict	3,421,760,000

RESULTS	COST (UGX)
Medium-term Outcome 2: Improved meaningful participation of women refugees and host communities in decision-making for peaceful co-existence	
Gender parity in the leadership structures of refugees and host communities	973,067,000
Increased household income of women refuges and host communities	822,570,000
Increased knowledge of the relevant laws and policies of Uganda among refugee women	645,258,000
Increased capacity of women to effectively participate in peace committees in refugee and host communities	3,592,560,522
Psychosocial programmes exist and include gender and conflict resolution lenses	329,850,000
Medium-term Outcome 3: Increased participation of women in reduction of violent extremism	
Integration of gender lenses into community programmes on the prevention of violent extremism, de-radicalization, reintegration and reconciliation	632,250,000
Increased number of operational peace committees in conflict-prone districts focusing on countering violent extremism	36,899,000
Increased number of mothers detecting and reporting violent extremism	100,000,000
Integration of mechanisms for countering violent extremism in community policing programmes	365,710,000
Medium-term Outcome 4: Increased women's leadership in the prevention and mitigation of emerging viral diseases in vulnerable communities	
Increased participation in community health promotion structures	1,643,365,000
Increased knowledge and awareness among women for the prevention and management of emerging viral diseases	5,049,945,000
Strengthened capacity of actors in gender-responsive prevention and mitigation of emerging viral diseases.	3,879,208,000
SUBTOTAL OUTCOME 3	22,809,210,522
OUTCOME 4: SYSTEMS AND STRUCTURES FOR THE IMPLEMENTATION AND COORDINATION OF NAP III STRENGTHENED	
Medium-term Outcome 1: NAP III implementation costed and sufficiently resourced	
Public resources are allocated for NAP III implementation	6,021,737,312
A pooled fund for implementation and monitoring of NAP III is created, operational and functional	1,227,675,000
Specialized technical personnel from relevant MDAs and CSOs are assigned to coordinate the implementation of NAP III	75,000,000

RESULTS	COST (UGX)
Medium-term Outcome 2: Effective NAP III coordination mechanisms are established and functional	
A National Steering Committee is established to oversee the implementation of NAP III	612,090,000
National Technical Committee is established to coordinate the implementation of NAP III	130,000,000
An intermenstrual task force is established to take the lead on development and implementation of the operational plans	85,000,000
Medium-term Outcome 3: Progress on NAP III implementation is regularly and effectively communicated	
Quarterly newsletters are developed and disseminated among relevant MDAs, CSOs and donors	200,000,000
NAP III is popularized at national and local levels	140,010,000
A communication plan is developed and implemented	1,600,710,000
Medium-term Outcome 4: Key actors are mobilized and engaged in the implementation of the NAP	
Local action plans are developed in at least 50 districts	6,282,560,000
Strengthened knowledge and skills of relevant government MDAs and CSOs to monitor and evaluate progress of NAP III	11,584,913,000
SUBTOTAL OUTCOME 4	27,959,695,312
Monitoring and evaluation	2,682,923,648
SUBTOTAL M&E	2,682,923,648
GRAND TOTAL	**90,570,166,912**

CHAPTER SIX:

MONITORING AND EVALUATION

CHAPTER SIX:

MONITORING AND EVALUATION

The objective of the Monitoring and Evaluation (M&E) Plan is to guide the generation and collection of data, and ensure that the implementation of NAP III is based on evidence, supports institutional learning and performance measurement, and informs decision-making.

The plan was developed in collaboration with key contributing partners, and is aimed at capturing specific results for each of the outcomes. The plan will provide guidance to MDAs and CSOs on monitoring and reporting.

The overall process of monitoring and evaluation, including the use of this M&E Plan, will be led and coordinated by the MGLSD, and supported by the OPM. The NTC will provide technical guidance in implementation, monitoring and evaluation, and reporting progress on NAP III. The NAP Secretariat will provide ongoing administrative and operational support to implementing partners, including gathering and storing relevant M&E reports.

ANNUAL REPORTING:

The NTC will invite civil society, MDAs and district local governments to share progress reports on what has been implemented under NAP III in their respective spheres. Reports will be submitted to the NAP Secretariat, and the National Technical Committee will meet on a semi-annual basis to consider them as the basis for developing an overall annual progress report. The consolidated report will be shared with relevant key stakeholders, members of Parliament, others in civil society, the media as well as the wider public.

EVALUATIONS:

The implementation period for NAP III is ten(10) years, from 2021 to 2030. AA mid-term review will assess whether the objectives and desired outcomes are being achieved, and if activities still apply or whether adjustments are needed. During the final year of NAP III, an in-depth external evaluation will be conducted, and a new NAP developed, taking into account
the recommendations and lessons learned. The purpose of an independent terminal evaluation is to assess the NAP III achievements against the set objectives, identify and document lessons, and assess how the plan contributed to advancing the WPS agenda in Uganda.

TABLE 9: M&E FRAMEWORK STATUS AND TARGETS OVER THE PERIOD, 2021-2030

Performance Indicator[1]	Indicator Definition and Method of Analysis	Source of Information / Means of Verification	Contributing Partner
OUTCOME 1: ALL FORMS OF VIOLENCE PREVENTED AND CONFLICTS RESOLVED			
Percentage of women actively serving on violence and conflict resolution structures	Indicator tracks the percentage of women serving on violence and conflict resolution structures that operate at national and district levels, and within the community. This includes peace committees, gender-based violence structures, protection committees and other conflict-related committees. The indicator tracks women who are serving on these structures. Active means someone is attending and making contributions in the meetings. This will be determined from the meeting minutes. Total no. of women in the structures/Total membership in all structures multiplied by 100	Survey reports, CSO reports, Ministry of Gender, Labour and Social Development and Office of the Prime Minister Annual Performance Report	OPM, MoGLSD, MIA, DLGs, MAK – Peace Centre and CSOs
No. of initiatives by (or coordinated by) women to enhance social cohesion and address violence and conflict	Indicator tracks the number of initiatives that are started or coordinated by women. These initiatives include: joint women's groups working to promote peacebuilding, advocacy/awareness-raising efforts on WPS, mediation, dialogue, counter extremism, local land disputes resolution. Indicator will track initiatives by both government and civil society.	CSO reports, MDA annual reports	OPM, MoGLSD, MIA, DLGs, CSOs
Mid-term Outcome 1.1: Social cohesion is enhanced			
Perceptions on how women have been involved in implementation of transitional justice policy	Tracks views of community members and implementers of the transitional justice policy on how women are involved in implementation of transitional justice policy processes	Survey report	JLOS, MoJCA, OPM, MGLSD, CSOs
% of women who have adopted mediation and negotiation skills	Indicator tracks percentage of who uses the training to engage in actual mediation and negotiation within the community and in conflict resolution structures. A woman is considered to be trained if she has completed all the training sessions on mediation and negotiation skills. Total no. of women applying mediation and negotiation skills/Total no. of women trained in mediation and negotiation multiplied by 100	Survey report	JLOS, MoJCA, OPM, MGLSD, CSOs

Performance Indicator[1]	Indicator Definition and Method of Analysis	Source of Information / Means of Verification	Contributing Partner
Mid-term Outcome 1.2: Land related conflicts are reduced			
% women who have ownership and control over land.	This indicator will track the percentage of women who have proof of land ownership and can independently make decisions over its use and sale. Owning land means the woman has a land title or land agreement in their name based on the various land tenure systems in Uganda. Control means the woman is able to make decisions independently over the land without seeking approval from a partner or family. A woman will be considered to own and control land if she answers yes to the following three questions: Do you own land? Is the land registered in your names? Can you use, lease or sell the land without seeking someone's approval? Total no. of women who own and control land/Total no. of people with land ownership multiplied by 100	Household survey reports, district land board reports, land Information system @ MLHUD	MLHUD, MoLG, MGLSD, MAK – Peace Centre, CSOs
% of women who have increased knowledge on land rights	Indicator measures awareness of the right to own and inherit land among women and girls in Uganda. Knowledge on land rights means the women and girls can correctly mention their rights to own, sell/purchase and inherit land; know the laws that protect their land rights (1995 Constitution, Land Act); and know where to go in case their rights are violated. Total no. of women who know and can demand their land rights/Total no. of women surveyed	Population survey reports	MLHUD, MoLG, MGLSD, MAK – Peace Centre, CSOs
% of women on land management committees	Land management committees at various levels (national to community level). Includes Uganda Land Commission, district land boards, subcounty/ division land committees, district land tribunals Total no. of women on land management committees/Total no. of members on committees	Land management committee records	MLHUD, MoLG, MGLSD, CSOs
Mid-term Outcome 1.3: Election-related violence is reduced			

Performance Indicator[1]	Indicator Definition and Method of Analysis	Source of Information / Means of Verification	Contributing Partner
Proportion of women leading in electoral processes	Indicator tracks the composition of women in committees that address electoral processes at national, district and community levels. Total no. of women on electoral committees/Total no. of members on committees	Electoral Commission reports, election observers report, perception surveys reports	Electoral Commission, MoGLSD, MIA, CSOs
% of women participating in political elections as candidates	Indicator tracks all women who take part in elective positions as candidates. Participation means women who offer to stand for any elective office irrespective of whether one wins or not. Includes all political positions not only positions reserved for women. Measures all political levels: Parliament, LC V, LC III, LC1. Does not include refugee welfare committees as these are reported under IR 3.2. Total no. of women candidates/Total no. of candidates	Electoral Commission reports	Electoral Commission, MoGLSD, CSOs
Mid-term Outcome 1.4: Interethnic conflicts reduced and peaceful co-existence and cohesion in communities promoted			
Level of involvement of women in peacebuilding processes	Indicator tracks how women are influencing peacebuilding efforts through their participation in peacebuilding processes, including raising awareness, mediation, negotiation.	Perception survey reports	MIA, MGLSD, CSO
OUTCOME 2: GOOD GOVERNANCE ENHANCED AT ALL LEVELS			
Proportion of women leadership positions in Parliament, LC5, LC3	Percentage of women to men in top leadership, heading MDAs, leading district local government departments. Indicator tracks managerial positions. These include political leadership, administrative leadership at MDAs and district local governments. Total no. of women in leadership/ Total number of leaders in all positions	EOC gender and equity annual reports, UBOS Abstract, EC electoral reports	MoDVA, MoGLSD, MoLG, EC, CSOs
Proportion of women in managerial positions within MDAs, district local governments (higher and lower local government)	Percentage of women to men in managerial positions within MDAs and district local governments. Total no. of women in managerial positions/Total no. of managers	Uganda Bureau of Statistics Statistical Abstract	

Performance Indicator[1]	Indicator Definition and Method of Analysis	Source of Information / Means of Verification	Contributing Partner
Mid-term Outcome 2.1: Increased participation of women in decision making in the security sector			
Proportion of women in active service in the security sector	Measures number of women serving in the security sector. Security sector includes the Army, police, Ministry of Defence, Ministry of Security, ISO, ESO, prisons, LDU. Indicator will track the ranks occupied by women, the security department and the rank they are occupying (major, lieutenant colonel, colonel, brig. lieutenant general, general, superintendent, commissioner), leadership level (head of department, assistant commissioner). Total no. of women in the security sector/Total no. of people in the security sector	Annual sector performance reports	MoDVA, MoS, UPF
Proportion of officers promoted that are women	Indicator tracks the composition of officers promoted over a given period, and what proportion are women, disaggregated according to the different ranks and sector. Total no. of women promoted/Total no. of promotions	Annual sector performance reports	
Level of gender mainstreaming within the security sector policies, plans and guidelines	Indicator tracks how well the policies, procedures, plans and guidelines that address gender concerns in the security sector are being implemented. Gender analysis will be conducted.	User satisfaction reports, perception survey reports	MoDVA, MoS, MGLSD
Mid-term Outcome 2.2: Social, cultural, and religious norms, values, practices and perceptions aligned to human rights standards			
Proportion of cultural and religious institutions that have harmonized their customary and religious principles with human rights standards	Indicator tracks the level of integration of human rights standards in existing practices and principles of cultural and religious institutions. No. of cultural and religious institutions with harmonized principles/Total number of cultural and religious institutions in Uganda	Ministry of Gender, Labour and Social Development reports, CSO reports	MoGLSD, MoLG, Mak – Peace Centre and CSOs
Perceptions on how cultural and religious institutions support women's and girls' active participation in leadership and recognition of women's rights	Indicator tracks the views of community members on how cultural and religious institutions support women and girls to participate in leadership and recognition of women's rights. This is a qualitative indicator.	Survey reports	MoGLSD, MoLG, Mak – Peace Centre, CSOs, Inter-religious Council, UJCC

Performance Indicator[1]	Indicator Definition and Method of Analysis	Source of Information / Means of Verification	Contributing Partner
Mid-term Outcome 2.3: Women involvement in dialogues on issues of women, peace and security increased			
Number of women's CSOs participating in government-led peacebuilding processes: Disarmament programmes & Peace building dialogues	The indicator tracks the extent to women's CSOs are involved/consulted by government in designing, planning, implementing and monitoring such processes. The report should provide information on the number of women's CSOs consulted/involved in designing, planning, implementing and monitoring the stated government-led peacebuilding processes and the nature of their contribution.	Process reports, Annual sectoral performance reports	MoDVA, MoGLSD
OUTCOME THREE: NATURAL AND HUMANMADE DISASTERS ARE PREVENTED AND MITIGATED			
Proportion of national programmes aimed at prevention, mitigation and response to human-made and natural disasters that are women centred	The indicator tracks the percentage of disaster prevention, mitigation and response programmes that target women. Natural disasters include: landslides, earthquakes, health-related, drought and floods. Human-made disasters include: stampedes, fires, transport accidents, industrial accidents, oil spills, terrorist attacks. Conflicts related to human-made and natural disasters include conflicts over resources. These programmes include State and non-State actor initiatives. Women centred refers to programmes that focus on women at the managerial level, operational level and the larger majority of the beneficiaries. Total no. of programmes that are women centred / Total no. of programmes implemented	Programme reports, activity reports	OPM, MoGLSD, MoLG, CSOs
Gender composition of committees that address prevention, mitigation and response to human-made and natural disasters	Proportion of men and women serving on State and non-State actor committees (national, district and community level). Total no. of women on the committees/Total no. of committee membership	Programme reports, activity reports	

Performance Indicator[1]	Indicator Definition and Method of Analysis	Source of Information / Means of Verification	Contributing Partner
Mid-term Outcome 3.1: Increased women's involvement in environment conservation, natural resource management and climate change mitigation			
% women that have adopted use of renewable energy sources and eco-friendly technologies	Women who are using knowledge and skills in environmental conservation, natural resource management and climate change mitigation. Using is at two levels – in their homes and in their enterprises. Renewable energy includes: use of solar energy, wind energy, hydropower, geothermal energy, biomass energy, energy-saving stoves, fireless cookers, water-filtering techniques. Eco-friendly technologies include: environmentally sustainable conservation tools and techniques used in agriculture, lighting, etc. Measurement will be based on sampling a portion of the population. Total no. of women using renewable energy /Total no. of women surveyed	Survey reports	OPM, MoGLSD, MoLG, CSOs
Mid-term Outcome 3.2: Improved meaningful participation of women in refugee settlements and refugee-hosting communities in decision-making for peaceful co-existence			
Proportion of women in leadership structures of refugees and host communities	Indicator tracks women refugees and women from host communities who serve on various committees within the settlement and host communities. The leadership structures include refugee welfare committees, peace committees, environment, protection, water user committees. Total no. of women on leadership structures/Total no. of membership on all structures multiplied by 100	Office of the Prime Minister RWC reports	OPM, MoGLSD, CSOs
Average income of women in refugee settlements and women in refugee-hosting communities	Income: money received on a regular basis for work or through investments, business enterprise, etc. Total no. of women (refugees & hosts) who report an increase in income/ Total no. of women surveyed multiplied by 100	Survey reports	OPM, MoGLSD, CSOs

Performance Indicator[1]	Indicator Definition and Method of Analysis	Source of Information / Means of Verification	Contributing Partner
Mid-term Outcome 3.3: Increased participation of women in reduction of violent extremism			
Number of women community support groups formed and surviving to counter and prevent violent extremism	Violent extremism in Uganda includes violence that is religious, political and/or resource driven. Indicator tracks networks and groups of women involved in raising awareness on violent extremism and its dangers, behaviours and early warning signs related to violent extremism, and groups providing psychosocial support to families and individuals affected by violent extremism. Survival shall refer to groups that have been in existence for three years to provide sufficient time for transformation of ideology.	Survey reports, CSO reports	MIA, MoGLSD, UPF, UPDF, DLGs, CSOs
Ability of women to identify early warning signs of violent extremism so that they can engage potential recruits to abandon violent extremism	Indicator tracks the ability of women to detect the behaviours and early warning signs related to violent extremism and women's ability to talk to or report individuals involved in violent extremism to established structures. Signs of violent extremism include: use of hate speech, claims to possess absolute truth, reliance on distorted truth, unwillingness to compromise with those who hold opposing views, strict adherence to the commands of their leaders, exclusivity with a very closely knit community, emphasis on use of violence to achieve their desired goals. Indicator will survey a sample of women in the general population in targeted regions and use a rating scale to assess the levels.	Survey reports, CSO reports	
Mid-term Outcome 3.4. Increased women's leadership in the prevention and mitigation of emerging viral diseases in vulnerable communities			
% of women in the health governance and management structures	The governance structure includes: relevant health committees of Parliament, top management committee, health policy advisory committee, senior management committee, technical working groups, regional management committee, district health management team, HSD management team, health unit management committee. Assessment will be based on a sample of these committees randomly selected to assess the number of women serving on these structures. Total no. of women on health structures/Total no. of people in the structures surveyed	Survey reports, district health office records	MoH, MoGLSD, CSOs

Performance Indicator[1]	Indicator Definition and Method of Analysis	Source of Information / Means of Verification	Contributing Partner
Level of gender-responsiveness of programmes implemented by actors targeting prevention and mitigation of emerging viral diseases	Indicator tracks the ability of the actors to adopt and implement gender-responsive interventions that prevent and mitigate viral diseases. Gender-responsive actions include the ability to provide sex-disaggregated data in responses, responses taking a gender lens, and responses addressing the needs of women and girls in a specific way. A gender-responsiveness measurement framework shall be developed for routine assessment of actors and their programmes.	Programme reports, Ministry of Health reports, Ministry of Gender, Labour and Social Development reports	MoH, MoGLSD, CSOs
OUTCOME 4: SYSTEMS AND STRUCTURES FOR THE IMPLEMENTATION AND COORDINATION OF NAP III STRENGTHENED			
NAP III coordination structure (from national to district level) in place and functional.	Coordination structures in place: national, sectoral. Functional means the different structures are delivering on their mandates as indicated in their terms of reference.	Meeting reports	MoGLSD
Satisfaction levels of stakeholders with NAP implementation	Satisfaction will be quantified on a four-point Likert scale. Stakeholders will include policymakers, NAP implementers, and beneficiaries. Satisfaction surveys shall be tailor-made, taking into consideration the broad spectrum of stakeholders.	Survey reports	
Mid-term Outcome 4.1: NAP III implementation costed and sufficiently resourced			
Proportion of MDAs, district local governments integrating NAP III activities in their plans and budgets	Tracks MDAs, local governments that have integrated NAP III activities in their plans and budgets. These may include quarterly budgets, district development plans, sector strategic plans and MDA annual budgets. No. of MDAs and district local governments that have allocated resources to NAP/Total no. of MDAs and district local governments multiplied by 100	MDA, local government budgets and NAP progress reports	MoGLSD, MoFPED
Proportion of NAP III budget that has been funded	Tracks the percentage of the total cost of the NAP III for which resources have been secured. This will inform the existing funding gap and the resource mobilization roadmap. Total funds available/Total NAP III budget	Donor commitment agreements, MoFPED records	

Performance Indicator[1]	Indicator Definition and Method of Analysis	Source of Information / Means of Verification	Contributing Partner
Mid-term Outcome 4.2: Progress on NAP III implementation is regularly and effectively communicated			
Level of satisfaction from stakeholders on the effectiveness and quality of NAP communication	Indicator tracks views of stakeholders on quality of NAP communication activities and how effective they have been in communicating NAP agenda. Tools to measure effectiveness shall be developed on a case-to-case basis.	Survey report	MoGLSD
Mid-term Outcome 4.3: Key actors mobilized and engaged in the implementation of NAP III			
Proportion of NAP III implementing partners that have action plans in place and operational	Indicator will measure how many of the NAP implementers that have developed local action plans are actually implementing the plans at the time of the assessment. The implementers will be disaggregated by category, e.g., MDAs, local governments, CSOs Total NAP III partners with implementation plans/Total no. of partners with NAP III plans	Sectoral plans and reports	MoGLSD, DLGs, CSOs

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ANNEX 1: NAP III COMMUNICATION STRATEGY

The Communication Plan is intended to support the implementation of Uganda's NAP III on women, peace and security in three ways:

1. To expand knowledge-sharing so that the issues the NAP III addresses are well understood and appreciated. This means increasing awareness of the NAP itself among key actors who have the responsibility to allocate resources, implement, monitor and evaluate, and hold duty-bearers accountable. For successful implementation of the NAP, all sectors represented in its design, and those who may not have been, must be on board.
2. To build capacity among key actors so that they can take the necessary actions to cause the desired change.
3. To reinforce all actions taken by each of the key actors, acknowledging the actions taken by documenting and profiling them.

This Communication Plan provides a framework that key actors can refer to through the various programme communication stages. MDAs, district local governments and CSOs are encouraged to develop detailed communication activities in their context using this plan as a guide. The plan outlines key messages in line with the NAP III result areas, and integrates a gender-based approach aimed at increasing women's involvement in peace and security processes to achieve meaningful peace and stability.

Implementation of this Communication Plan will be overseen by the Inter-ministerial National Steering Committee for NAP III. The plan provides guidance on concrete advocacy initiatives and activities that will contribute to enhancing understanding of the WPS agenda among government institutions, security sector agencies, youth, civil society organizations and the general public. The strategy outlines communications approaches that contribute to building support for the implementation of the WPA agenda through NAP III.

SPECIFIC NAP III COMMUNICATION OBJECTIVES

1. To ensure coherent messaging on the role of women in preventing and resolving all forms of violence and conflict
2. To provide appropriate, relevant and accurate information, content and materials to women leaders at national and local levels to enable them to exercise meaningful influence over decision-making at all levels of governance
3. To equip women with timely and relevant information to enable them to advocate for and participate in prevention and mitigation of human-made and natural disasters
4. To increase the visibility of NAP III and the commitment of parliamentarians, women councillors, MDA leadership, and district local governments to implementing NAP III

GUIDING PRINCIPLES

The plan has been developed based on the following guiding principles:

1. Audience-centred: The target audience is at the centre of this plan. The NAP III audiences have been clearly identified during the design of the NAP.

2. Participation of stakeholders: The strategy considers the involvement of all stakeholders at all stages; planning, implementation, monitoring and evaluation. The approaches and channels identified take into consideration the participation of the target audiences.

3. Gender: The design and implementation of this Communication Plan take into consideration gender issues and promoting equitable opportunities for both women and men to engage actively in the NAP III implementation process.

4. Multichannel: This Communication Plan ensures effective strategic communications through the use of a variety of approaches. It adopts a multichannel mix that integrates interpersonal communication, community-based channels, human interest channels and various media to create a dynamic exchange of information and ideas.

5. Benefit-oriented: The audience must perceive a clear benefit in taking the action promoted by the communication effort. This has been considered in the framing of the messages for all channels.

6. The ultimate proof that a strategic communication effort is effective lies in the outcomes. Monitoring and evaluation will be undertaken to determine whether results at the output level are being achieved.

7. Pathways to a violence-free generation conceptual model: This builds on theory and research indicating that making changes in people's lives can be facilitated by changes in social norms, values, services, laws and policies, and that interventions at multiple levels are critical to reducing gender equality and promoting women's participation in addressing issues that have led to conflicts and violence in Uganda.

PRIMARY AUDIENCES

MDAS

The MDAs are the key implementers of Uganda's NAP III. It is therefore critical that MDAs understand and communicate the transformational value of the WPS agenda through the implementation of their operational plans where they will explain the WPS agenda and make it part of their discussions and integrate the agenda in their sector plans and budgets. To communicate activities and results, they must also ensure adequate information flow within each institution and with external partners/ stakeholders.

LOCAL AUTHORITIES

District local governments and municipalities and town councils will be expected to localize the WPS agenda and develop local action plans to implement it, and "to link global, national and local efforts and ensure the voices of most affected and marginalized populations inform and shape relevant responses".

CSOS

UN Security Council resolution 1325 was a product of civil society advocacy, particularly women's CSOs, including some from Uganda, who continue to play a significant role in implementing the holistic aims of the WPS agenda, globally. For successful implementation of NAP III, CSOs will be expected to support localization initiatives, and increase partnerships with security sector institutions to scale up training of community groups in conflict early warning, peacebuilding and conflict resolution. They will promote mediation and other peaceful means of resolving conflicts while also increasing engagement with men and youth. They will facilitate initiatives to transform social and cultural norms that undermine women's participation in decision-making, particularly in the security sector, and increase efforts and engagement with women refugees and host communities for enhanced leadership in relevant committees. They will be involved in monitoring and reporting on progress, documenting success stories and raising awareness of WPS to increase public support for the agenda.

PARLIAMENT

Through their law-making and oversight functions, parliamentarians can ensure that government institutions promote peace, security and gender equality by guaranteeing that all laws – in their intent and application – promote and protect human rights, inclusive governance and accountability. Parliament could form a WPS task force for NAP III to increase engagement with key MDAs and CSOs to ensure greater support and resources for NAP III implementation. Parliament will also be expected to approve the establishment of the WPS Fund. Women Parliamentarians can play a particularly influential role because they are uniquely positioned to promote peace and inclusivity as elected representatives of the people. Members of the Uganda Women Parliamentary Association can be critical players in ensuring the needs of rural women are properly addressed.

SECONDARY AUDIENCES

RELIGIOUS LEADERS, CULTURAL LEADERS, TEACHERS AND COMMUNITY LEADERS

These are key influencers who have the power to influence and shape people's attitudes and behaviours. Cultural and religious leaders are the custodians of beliefs, some of which violate women's human rights. This Communication Plan will engage with these audiences at institutional level, at national level and within the different target districts (for example, Buganda Kingdom, Toro Kingdom, Ker Kwaro Acholi, the Busoga Kingdom, the Association of Elders Forum in Karamoja, the Inter-Religious Council of Uganda and others that will be identified during the knowledge, attitudes and practices survey). They will also be involved in radio programmes as guests during the launch of local action plans, where they would be invited to speak.

SCHOOLS, COLLEGES, UNIVERSITIES

The culture in these institutions contributes to attitudes among girls and young men regarding career choices. Engagement with female students from A-Level and above to talk about WPS issues and look at the security sector and politics as viable career options will be an opportunity that CSOs could explore to contribute to the actualization of NAP III Outcome 2. They will be encouraged through awareness-raising workshops and engagement in WPS festivals.

WOMEN REFUGEES AND HOST COMMUNITIES

Women refugees and host communities can move the peace conversation rhetoric into action because they live the impact of conflict. They can be a good source of early conflict warning and provide impactful stories of real-time differences that women can make.

THE MEDIA

Media will be a partner as an independent "watchdog" that provides feedback to the public on local problems, raising issues in the public domain, and stimulating debate on women, peace and security. Media will be expected to play a role in transitional justice processes to promote awareness of critical social issues and bring them into the public arena so they can be addressed. They will be engaged in awareness-raising workshops to increase their appreciation of the WPS agenda, and through training in gender- and conflict-sensitive reporting. This will help them promote the important role of women in sustaining peace, as a natural early warning system, and as mediators and conciliators who seek the good of families and community. It will aim to increase the visibility of women's participation and highlight the need for protection of women and the imperatives of gender justice.

ANNEX 2: NAP III COMMUNICATION STRATEGY RESULTS MATRIX

OBJECTIVE	ACTIVITIES	TARGETED AUDIENCES	KEY MESSAGES	CHANNELS	BUDGET (UGX)
Ensure coherent messaging on the role of women in preventing and resolving all forms of violence and conflict	1.1. Media engagement on the role of women in preventing and resolving conflict (documentary, testimonials, talk shows, spot messages) 1.2. Develop and broadcast messages endorsed by high-level influencers, such as church leaders, high-profile personalities and cultural leaders, on women's role in preventing and resolving violence and conflict. 1.3. Provide copies of the transitional justice policy, Land Act and related land legislation to women leaders especially at lower local governments in a user-friendly mechanism	• Women's rights and women-led organizations • Women councillors at all levels • Local council leaders • Cultural and religious leaders • Electoral commission • Parliament • Political parties • CSOs involved in civic and voter education and election monitoring • Media	• When women are meaningfully engaged in transitional justice processes, they raise awareness about human rights violations committed against women and girls, and help other women and their families deal with atrocities committed in the past, leading to reconciliation and cohesion. Women should be integral in implementing the transitional justice policy in Uganda. • By telling the truth about their experiences, women can help build momentum in favour of reconciliation and reform. Women's voices must be heard in implementing transitional justice processes. • Women are hardest hit by land conflicts. When women are denied access to and ownership of land, the entire household is affected. As a clan leader, you can protect and secure the rights of women to own and inherit land. • When women are included in family land transactions, they are able to defend and claim their land rights, including gaining compensation when they lose access to and use of land. As a leader you can enforce this and ensure that women are included in land transactions.	• TV and radio, • Social media • Print media • Targeted face-to-face or in-person sessions for specific populations	281,000,000

OBJECTIVE	ACTIVITIES	TARGETED AUDIENCES	KEY MESSAGES	CHANNELS	BUDGET (UGX)
			• When women participate in elections – as voters, candidates, electoral administrators or party supporters – they can express their own needs and interests. The Electoral Commission and political parties have a key role in promoting women's electoral participation through ensuring that a gender perspective is mainstreamed at every stage. • Balanced media reporting of peace and security issues contributes to achievement of peace. As a media practitioner, when your coverage spans different perspectives and actors, including women, you inform and educate the public, and contribute to better conflict resolution process.		
Provide appropriate, relevant and accurate information, content and materials to women leaders at national and local levels to enable them to exercise meaningful influence over decision-making at all levels of governance	1.1. Develop and disseminate messages advocating for women to be in leadership and managerial positions 1.2. Broadcast messages on increasing the number of women in the security sector 1.3. Train women leaders on the local council level in communication and public speaking skills	• Top leadership in security sector institutions • Women councillors	• Addressing sexual harassment and discrimination against female officers increases their effectiveness and efficiency in operations. Support efforts to end sexual harassment against women in uniform. • Ensure zero tolerance to sexual harassment and discrimination of women in uniform.	• TV and radio • Documentaries, talk shows, • Signage and billboards • Strategic meetings	310,000,000

OBJECTIVE	ACTIVITIES	TARGETED AUDIENCES	KEY MESSAGES	CHANNELS	BUDGET (UGX)
Equip women with timely and relevant information to enable them advocate for and participate in prevention and mitigation of human-made and natural disasters	1.1. Develop multimedia messages/campaigns that challenge violent extremism propaganda 1.2. Use theatre for development to counter violent extremism and shape how targeted communities feel about or understand events or issues and, ultimately, to guide their behaviour 1.3. Engage key influencers to speak out against violent extremism 1.3. Design and disseminate information on climate change mitigation and disease outbreaks, targeting women and other vulnerable populations	• Women councillors • Women's rights and women-led organizations • Women's support groups • Women's community groups • Girls in and out of school • Refugee women and women in host communities • Religious and cultural leaders	• Women must be at the centre of climate change mitigation: this includes women's equal representation and participation in decision-making • Women and girls are more vulnerable to the impact of human-made and natural disasters. We can help women and their families increase their resilience to disasters through gender-responsive disaster risk reduction systems, plans and policies, and through targeted action for women's disaster resilience. • Climate change is real! Be empowered, live safely with the changing environment. • Refugee women and girls are doubly vulnerable, with their social support systems destabilized. Government and all humanitarian actors should promote refugee women's leadership and participation in decision-making in humanitarian and recovery efforts through the strategic engagement of women leaders and women's organizations. • Women refugees and host communities can move the peace conversation from rhetoric into action because they live the impact of conflict. • Paying attention to women's needs and leadership will strengthen efforts to prevent and mitigate emerging viral diseases. Women must be represented on all leadership committees addressing disease prevention and outbreaks.	• Social media • TV and radio, newspapers • Theatre • Music, dance and drama • Visual aids on mitigating climate change (posters, leaflets, banners, etc.) • Community and social events (meetings, burials, public celebrations, exhibitions)	561,600,000

OBJECTIVE	ACTIVITIES	TARGETED AUDIENCES	KEY MESSAGES	CHANNELS	BUDGET (UGX)
Increase the visibility of and commitment of parliamentarians, women councilors, MDA leadership and district local governments towards implementation of NAP III	1.1. Develop and disseminate an abridged version of NAP III for easy reference by policymakers at national and local government levels 1.2. Translate the abridged version of the NAP III into the following local languages: Alur, Ateso, Kupsabiny, Luganda, Lugbara, Luo, Lusoga, Ngakarimojong, Rukonjo, Runyankore-Rukiga, and Runyoro Rutooro, for dissemination at lower local government levels and within women's community-based organizations 1.3. Design and conduct a WPS music, dance and drama school/college festival in two regions of the country each year (total eight) to increase understanding and appreciation of the WPS agenda, and host a national festival in the final year of the NAP to capture its impact 1.4. Develop quarterly newsletters capturing human interest stories on the NAP III agenda	• Members of Parliament • Women parliamentarians • Parliamentary Committee on Human Rights, Committee on Security, Budget Committee • Uganda Women Parliamentary Association (UWOPA) • Women councillors • District leaders • CSOs • Cultural and religious institutions	• The gender dimension of peace and security is still less acknowledged, and women's potential to prevent conflict and build peace and proponents of their own development has yet to be realized. Uganda's Parliament can change this. • Allocating resources for the implementation of the MDA's operational plan contributes to achievement of the NAP III and the WPS agenda in Uganda.	• Promotional materials (wristbands, branded stationery, etc.) • Radio and TV talk shows, adverts • Audiovisuals, documentaries • Social media • Internet • Print media • Community events (celebrations, exhibitions, meetings)	448,110,000

ANNEX 3:

A SUMMARIZED ACCOUNT OF WOMEN'S ROLE IN PEACE AND SECURITY

BETTY BIGOMBE'S PEACE JOURNEY FROM 1986 TO 2005

For over two decades, Betty Bigombe was involved in negotiation and mediation efforts to resolve the 20-year armed conflict between the Government and the LRA. In 1986, Bigombe was appointed to the National Resistance Council, Uganda's national legislative body at the time. By that point, the LRA rebels, mobilized in 1988 by leader Joseph Kony, had been terrorizing the communities of Acholi for about a year. In 1988, Betty Bigombe was appointed State Minister for Northern Uganda1 and tasked with the pacification of the region. Bigombe often stayed in IDP camps where she made use of the "bonfire forum" to listen to stories about the impact of the conflict on families and communities, and to observe who played which role. (In the Acholi culture, this is where children are told legendary folk stories. It is also a place to settle scores and disputes in families.) She was thus able to identify Kony's collaborators, because their wives often took food, medication and humanitarian assistance to them in the bush.

Over 18 months, Bigombe was able to secure meetings with Kony's commanders and eventually met Kony. She had the chance to listen to the LRA's concerns, believing, "If you negotiate, it brings sustainable peace. If it's a military victory, the underlying causes are not addressed; so, people go underground feeling humiliated and must find a way of resurfacing."2 As a result of Bigombe's efforts, Kony agreed to come out of the jungle for peace talks with the Government.

At a meeting in January 2004, Kony asked for general amnesty for his combatants to return home but his request was not granted. Uganda had not yet passed an Amnesty Law.3 In February, the LRA broke off the talks and massacred 300 people in a trading centre on the border with Sudan, at which point Bigombe resigned from her position. Following the 21 February 2004 **BARLONYO MASSACRE**, in which Kony's rebels killed over 300 women, men and children near Lira town, Bigombe was moved by the suffering of the people of Acholi and Lango and returned to restart the peace process. From March 2004 to 2005, Bigombe was the chief mediator in a new peace initiative with the LRA, sometimes financing the logistics of meetings between government officials and rebel leaders. These talks made Bigombe realize she could contribute to formal peace processes and as a result, she continues her peacebuilding work in other countries, and has been instrumental in the South Sudan peace process.

GRASS-ROOTS WOMEN OF ACHOLI, LANGO AND TESO

Starting in 1994, women from the Acholi-Lango region, united by their suffering and supporting each other during the LRA war, started reaching out to mothers of Joseph Kony's combatants. This followed stories shared at the well of the rebels sneaking home at night for food. The women started a door-to-door campaign, speaking with mothers whose sons and daughters were LRA fighters, and encouraging them to talk to their children to return home. Many young men and women left the fighting through this process.

1
2
3 BBC News 2019.
O'Kadameri 2002.

When the Amnesty Act was eventually passed, the women expanded their campaign to encourage mothers to call their children out of the bush. At the same time, national women's organizations often visited IDP camps offering support to women, taking clothing, soap and food, and engaging women in conversations about their experience. This led to documentation of the impact of armed conflict on women. The organizations started training women on leadership skills and advocacy, and some beneficiaries formed groups to support one another. Some of those groups have grown into effective CSOs doing very critical peace work at the grass-roots level. People's Voice for Peace, Kitgum Women Peace Initiative, Teso Women Peace Activists and Women's Peace Initiative in Lira emerged from that process.

THE WOMEN'S PEACE COALITION

In 2006, the LRA agreed to hold peace talks with the Government in Juba. Noting the absence of women in the peace process, women's CSOs collaborated to form the Uganda Women's Peace Coalition to ensure that women's needs, concerns and priorities were discussed during the peace talks, and reflected in the peace agreement being drawn up in Juba. Through consultative meetings, the coalition documented stories of grass-roots women's experiences of the 20-year conflict, and listened to their needs, priorities and ideas on what they wanted the peace agreement to look like. The coalition kept women in IDP camps informed of the progress of the peace negotiations.

Through the coalition, a few women, supported by the United Nations Development Fund for Women (UNIFEM), a predecessor of UN Women, travelled to Juba to lobby and observe the peace talks. The coalition launched a peace caravan and a peace torch, both strategic tools to attract and sustain interest in the peace process. The caravan travelled from Kampala through the districts of Northern Uganda to Juba, where the women handed the peace torch and a statement to Joachim Chissano, the then Special Envoy of the United Nations Secretary-General to Northern Uganda and Southern Sudan. He had been appointed to help resolve the conflict with the LRA.

THE WOMEN'S NATIONAL TASK FORCE FOR A GENDER RESPONSIVE PRDP

Women peacebuilders in Uganda felt frustrated when, after all the work they had done to contribute to the pacification of Northern Uganda, they were left out of the design of the first Peace, Recovery and Development Plan (PRDP). They thus mobilized women's CSOs and community-based organisations and formed a National Women's Task Force to ensure that implementation of the plan was gender responsive. The Women's Task Force engaged with the Office of the Prime Minister, eventually gaining a seat on the PRDP Technical Committee. Community-based organizations formed district women's task forces in each PRDP district, which ensured women's meaningful participation in implementation.

THE WOMEN'S SITUATION ROOM FOR PEACEFUL ELECTIONS IN 2016

Violence during elections has become a given in most African countries. In 2011, the women of Uganda implemented a Women's Situation Room for peaceful elections. It served as an early warning and rapid-response mechanism empowering women to mitigate and prevent election-related violence. A real-time and proactive process, it entailed working with communities in advocating, mediating and intervening in violent and tense situations during elections. Women involved worked with the Uganda Police, the Electoral Commission and political party leaders, and trained a number of youths to promote and maintain peaceful elections in districts that were prone to violence. As a result of the Women's Situation Room, many volatile situations across the country were peacefully resolved before escalating into conflict.

Norway

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WOMEN

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AND GIRLS