



# Detailed Proposal Form 2021

## Detailed Proposal (DP) Form

### Part 1. Project Details

1. Applicant information	2. Recipient	3. Institution
<p>Organization Name: UN Women-Uganda</p> <p>Address: Plot 2 Lugogo Lane, Naguru Kampala - Uganda</p>	<p><input type="checkbox"/> Current T/PCC</p> <p><input type="checkbox"/> Potential T/PCC</p> <p><input checked="" type="checkbox"/> United Nations organization</p>	<p><input type="checkbox"/> Military</p> <p><input type="checkbox"/> Police</p> <p><input checked="" type="checkbox"/> UN Organisation</p> <p><input type="checkbox"/> Other (to specify)</p>
4. Contact person/s		
<p>First and Last Name: Martin Amoru</p> <p>Job Title / Rank / Position: Commissioner of Police Peace Support Operations</p> <p>Email address: <a href="mailto:amoru2m@gmail.com">amoru2m@gmail.com</a></p> <p>Telephone number: +256 772513488</p>	<p>First and Last Name: Sylvia Auma</p> <p>Job Title / Rank / Position: Superintendent of Police</p> <p>Email address: sylviaauma49@gmail.com</p> <p>Telephone number: +256 774 380660</p>	<p>First and Last Name: Claire Hawkins</p> <p>Job Title / Rank / Position: Women Peace and Security Specialist</p> <p>Email address: Claire.hawkins@unwomen.org</p> <p>Telephone number:</p>
5. Financing modality	6. Project timeline	7. Budget
<p><input checked="" type="checkbox"/> Barrier assessment</p> <p><input type="checkbox"/> Project funding</p> <p><b>Gender Strong Unit premium</b></p> <p><input type="checkbox"/> Military Insert no. of units</p> <p><input type="checkbox"/> Police Insert no. of units</p>	<p>Project start date: March 2022</p> <p>Project end date: February 2023</p> <p>Duration (months/years): 12 months, 1 year</p>	<p><b>National currency: UGX (Uganda Shillings): 778,273,724.26</b></p> <p><b>USD: \$219,232.04</b></p>
8. Implementing partners		

<p>Organization: Makerere University Rotary Peace Centre</p> <p>Point of Contact: First and last name: Dr. Helen Nambalirwa Nkabala</p> <p>Job Title / Rank / Position: Director Makerere Rotary Peace Centre</p> <p>Email address: <a href="mailto:helen.nambalirwa@mak.ac.ug">helen.nambalirwa@mak.ac.ug</a> <a href="mailto:nhnambalirwa@gmail.com">nhnambalirwa@gmail.com</a></p> <p>Telephone number: +256772309982</p>	<p>Organization: Makerere University Rotary Peace Centre</p> <p>Point of Contact: First and last name: Dr. Samson Barigye</p> <p>Job Title / Rank / Position: Academic Coordinator, Makerere Rotary Peace Centre</p> <p>Email address: <a href="mailto:samson.barigye@mak.ac.ug">samson.barigye@mak.ac.ug</a> sbarigye@gmail.com</p> <p>Telephone number: +256772749326</p>	<p>Organization: Uganda Police Force</p> <p>Point of Contact: First and last name: Sylvia Auma</p> <p>Job Title / Position / Rank: Superintendent of Police</p> <p>Email address: sylviaauma49@gmail.com</p> <p>Telephone number: +256774380660</p>
--	---	---

## 9. Harmonized Approach to Cash Transfers (HACT), and Human Rights Due Diligence Policy (HRDDP) requirements

- Agree to the HACT requirements
- Agree to the HRDDP requirements

There shall be guarantee of free speech through ensuring that the questions address human rights and gender sensitivity, assurance of confidentiality of information all provided in a conducive environment. More to that, communication shall be made of the objectives and voluntary nature of assessment by the Uganda Police to its personnel and the enumerators to the respondents.

In addition to planned methodological training, emphasis will be placed on the recruitment of mixed gender representatives with in the Makerere Team and the enumerators alongside providing a Gender sensitive training to foster free and secure speech. To ensure the objective nature of the evaluation, the team of researchers and enumerators conducting interviews should not include representatives from the Uganda Police.

## 10. Elsie Initiative Fund Results Framework

Please mark 'P' for primary and 'S' for secondary.

**Outcome (primary and secondary).** Click on the drop-down box 'Choose an item', to select 'P' or 'S'.

P 1. Expanded country specific knowledge of barriers to deployment of women peacekeepers to United Nations peace operations;

**Indicator (primary and secondary).** Click on the drop-down box 'Choose an item', to select 'P' or 'S'.

Barrier Assessment report

P 1. Increase in the percentage of deployed uniformed women peacekeepers in United Nations peace operations;

## 11. Accountability, transparency and reporting of the Participating United Nations Organization (PUNO)


**Participating United Nations Organizations** who are the main funding beneficiary will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each PUNO in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the Fund's account. This separate ledger account shall be administered by each PUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the PUNO.

**Please check the box to acknowledge**

## 12. Authorization

First and last name: Adekemi Ndieli

Position / Rank: Deputy Country Representative UN Women Uganda

Signature: 

Date and Seal:

Please check this box to agree to a summary of the DP to be published on the EIF website

### Part 2. Project Summary. To be completed as indicated for each funding modality.

<b>1. PROJECT TITLE</b> (maximum 150 characters)	Barrier assessment on impediments to Uganda Police Women’s participation in UN Peace Support Operations.															
<b>2. PERSONNEL CONTRIBUTED TO UN PEACE OPERATIONS</b>  Please complete Annex A – deployment plans for the next three years	To be completed for all funding modality applications: project funding, barrier assessment proposal and GSU premium. <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #D3D3D3;"> <th style="text-align: left;">Current deployment</th> <th colspan="3">31/08/2021</th> <th></th> </tr> <tr style="background-color: #D3D3D3;"> <th></th> <th>M</th> <th>W</th> <th>%W</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td><b>Individual police officers</b></td> <td style="text-align: center;">15</td> <td style="text-align: center;">4</td> <td style="text-align: center;">21%</td> <td style="text-align: center;">19</td> </tr> </tbody> </table> <p>M= men W= women %W= percent of women</p>	Current deployment	31/08/2021					M	W	%W	Total	<b>Individual police officers</b>	15	4	21%	19
Current deployment	31/08/2021															
	M	W	%W	Total												
<b>Individual police officers</b>	15	4	21%	19												
<b>3. PROJECT SUMMARY: DESCRIPTION AND OBJECTIVES</b> (maximum 1,500 characters)	<p><b>To be completed for all funding modality applications: project funding, barrier assessment proposal and GSU premium.</b></p> <p>The constitution of Uganda mandates the UPF to keep law and order. In its contribution to peace, the UPF developed a PSO policy in fulfilment of the 30% threshold in the respective gender-focused Policies in line with article 33 of the Constitution which provides that the rights of women shall be respected and upheld by state agencies. This was developed to ensure women’s right to equal treatment and equal opportunities and affirmative action to address the deeply entrenched imbalances. The UPF has a peace support operations policy which calls for a 30% policy which is in line with Article 33 of the constitution above. Building on these legal, policy and institutional mechanisms, UPF has partnered with UN Women Uganda since 2011 with a focus on creating a Gender Responsive Institution (GRI). This culminated into the development of the first institutional gender policy and strategy (GP&amp;S 2019-2023). While these are positive developments, these strategies have not adequately addressed the imbalances on women's participation in PSO. It is against this background that UPF is applying for the 2nd round of the EIF to address these impediments through a barriers assessment. The</p>															

	<p>main objective of this project is to generate baseline information regarding the existing impediments to deployment of sufficient numbers of uniformed women. The baseline information will be used to design strategies that will result in the increased meaningful participation of women in peace operations. This project, as well as the resultant strategic actions, will contribute to the implementation of the UNSCR 1325 and the Uganda National Action Plan III (NAP III) on UNSCR 1325.</p>
<p><b>4. BARRIER ASSESSMENT</b></p> <p>Please complete Annex B – barrier assessment information</p>	<p>To be completed for project funding applications, and strongly recommended to support a GSU premium application.</p> <p>Has a barrier assessment on the deployment of uniformed women in United Nations peace operations been conducted?</p> <p><input type="checkbox"/> Yes – please complete Annex B</p> <p><input checked="" type="checkbox"/> No – seeking funding to conduct a barrier assessment</p> <p><b>Where</b> requesting barrier assessment funding, please check the box to agree for the EIF to use barrier assessment data to compile an anonymized overview report. This is a requirement for the Fund.</p> <p><input checked="" type="checkbox"/> Yes</p> <p><b>Methodology</b> to be used:</p> <p><del>DCAF MOWIP Methodology model B</del></p>
<p><b>5. SECURITY INSTITUTION PERSONNEL DATA</b></p>	<p>To be completed for all funding modality applications: project funding, barrier assessment proposal and GSU premium.</p> <p>Information on the number and / or percentage of women and men in a Security Institution is required to be completed in the tables at Annex C.</p>
<p><b>6. PROJECT RATIONALE AND IMPLEMENTING STRATEGY</b> (maximum 2,000 characters)</p>	<p>To be completed for all funding modality applications: project funding, barrier assessment proposal and GSU premium.</p> <p>The UPF participates in PSOs through the deployment of IPOs as a PCC. Both the National Gender policy (2017) and the UPF gender policy (2019) advocate for gender equality, with UPF policy advocating for 30% inclusion of women. UPF also has a peace support operations policy (2019). Despite this legal, policy and institutional framework, UPF has not achieved the desired policy objectives and targets. For example, only 19% of the 45,370 Police strength are females.</p> <p>The barriers assessment will enable the UPF to identify the impediments to the adequate identification, selection and participation of female officers in PKOs. The assessment will enable the UPF to map out the barriers with a view to addressing them, hence increasing the numbers of female IPOs deployed in PKOs. As a result of the findings of the assessment, UPF will propose changes to the existing legal, policy and institutional framework in order to facilitate the increase in the number of female Police Officers to the desired levels. The findings of the assessment will result in the formulation of strategies to address the identified impediments. The assessment will enable UPF to expand country-specific knowledge on barriers to deployment of uniformed women peacekeepers to PKOs, come up with recommendations to address the barriers and increase meaningful deployment. The findings of the assessment will be used sensitize</p>

policy makers and duty bearers, thereby resulting in a legal, policy and institutional framework that is more favourable to the deployment of more uniformed women peacekeepers to PKOs. The assessment will be implemented through a partnership with Makerere University Rotary Peace Centre as the research institution using the MOWIP methodology developed by DCAF. Makerere University is a research-led University and is ranked number 5 in Africa, and number 1 in Sub-Saharan Africa. In 2020, U.S. News & World Report ranking ranked Makerere as the highest University in sub-Saharan Africa outside of South Africa. It was chosen because: (1) the institution has been teaching and undertaking research in the areas of peace and conflict resolution since 2003 when the Peace and Conflict Studies Program was launched; (2) the institution utilizes experiential and learner-centered pedagogy that integrates theory, research and practice in all its work; (3) the institution hosts the only Rotary Peace Centre on the African continent and has an extensive network of peace fellows, researchers and scholars; (4) with funding from UN Women, the institution is currently implementing a long-term project on strengthening UNSCR 1325 through research and partnerships. The assessment will be carried out under the implementation ‘model B’. The study will be coordinated with the GSS Lab of Cornell University. Makerere was introduced to Cornell University during a meeting between Makerere, DCAF Helpdesk and GSS Lab of Cornell. The meeting took place on October 27<sup>th</sup> October, 2021 during the DCAF Q&A session.

At a strategic level, the project will be managed by a project management/steering committee comprised of senior officials from Makerere University and UPF; this structure will hold regular coordination meetings to ensure the project runs well. Within UPF, there will be a separate project management team whose role will be to coordinate effectively and work closely with Makerere University to ensure the effective implementation of the barriers assessment. The team is made of senior officials from the Departments of Peace Support Operations; Research, Planning and Development, as well as the Human Resources Directorate. The team will be led by the Commissioner for Peace Support Operations. This team will be made available by UPF as its in-kind contribution. During meetings and other project activities (field work during research, etc.), the team will be facilitated with per diems, fuel/travel costs, accommodation, meals and other incidental expenses. The project will receive oversight for the day-to-day activities from a ‘working group’ made up of senior technical-level personnel from Makerere and UPF. The working group will have expertise in gender; human resources planning; training; peace operations deployments; peace and conflict analysis; statistics/data analysis; and overall project coordination. These structures will ensure effective project management at the operational level, effective leadership and oversight at the senior/strategic level, as well as ensuring ownership and buy-in at all levels. These structures will be operational throughout the entire project cycle – many of the individuals have been fully involved from project design and will be engaged until project closure. In an anticipated follow-on project arising from the barriers assessment, these structures will be instrumental in the design and formulation of the project.



**7. SUSTAINABILITY**  
(maximum 1,500 characters)

To be completed for all funding modality applications: project funding, barrier assessment proposal and GSU premium.

The UPF is committed to the implementation of the outcomes and recommendations of the barriers assessment through: (1) validation and dissemination of the findings to the relevant policy makers and duty bearers (legislators, etc.); (2) a review of the existing legal, policy and institutional framework to capture insights and lessons from the barriers assessment; (3) strengthening or creating new institutional and implementation mechanisms that advance the deployment of uniformed women in UN peace missions – e.g. through the strengthening the Department of Peace Support Operations; (4) reviewing existing MoUs and other arrangements in the area of empowerment of uniformed women; (5) reviewing and updating existing criteria, guidelines and SOPs for recruitment, selection, training, deployment and promotion of uniformed women; (6) advocacy for the implementation of the recommendations of the barriers assessment among relevant actors in the area of women, peace and security (WPS); and (7) identify new partnerships and avenues that advance the increased recruitment and deployment of uniformed women. It is hoped that through these actions, some of the existing barriers to women participation in PSOs will be addressed, and the recommended actions sustained. There will be deliberate recruitment of more women into the UPF as a basis for the enhancement of numbers of female police officers in PSOs. A pool of skilled uniformed women will be established, enabling the development of a sustainable human resource base for future PSOs. The assessment will contribute to sensitization of women police officers on the importance of taking part in PKOs. The UPF will strive to ensure that women police officers are equipped with relevant skills in order to meet the requirements of the PSO. Government of Uganda laws and structures, such as the Equal Opportunities Commission will be used to ensure that budget allocations are gender responsive and that uniformed women receive a fair share to enable them to effectively participate in PSOs. The strategic actions identified above will be sustained by anchoring them onto UNSCR 1325 and Uganda’s National Action Plan (NAPIII) on UNSCR 1325.

**8. DETAILED BUDGET**

For project funding, please submit the EIF Flexible Project Funding Budget Template in MS Excel format (Annex E).

For barrier assessment funding, please submit the EIF MOWIP Barrier Assessment Template, in MS Excel form (Annex F).

## List of Annexes

- A. Deployment Planning for United Nations Peace Operations
- C. Security Institution Personnel Data
- D. DCAF Barrier Assessment Plan Timeline – DCAF MOWIP Toolbox Template 4  
- <https://www.dcaf.ch/mowip>
- F. DCAF Budget Template MOWIP Implementation – DCAF MOWIP Toolbox Template 15  
- <https://www.dcaf.ch/mowip> (MS Excel)
- G. EIF good practices in the conduct of a barrier assessment to the deployment of women in peacekeeping operations
- H. Technical Offer from Makerere University

## **Annex A: Deployment Planning for United Nations Peace Operations.**

To be completed for all funding modality applications: Project funding, Barrier Assessment proposal and GSU premium.

The UN Department of Peace Operations (DPO) - Office of Military Affairs (OMA) and Police Division (PD) - has the authority to select and deploy T/PCC personnel to UN peace operations.

The following factors will determine whether an Elsie-funded project can achieve the outcome, as set out in the Terms of Reference of the Elsie Fund, of “increased meaningful deployment of uniformed women peacekeepers to United Nations missions”:

1. **A T/PCC’s** ability to deploy trained female and male personnel with the required skillsets in the timeframe stipulated in the project proposal and to address challenges related to performance and sustainability when it increases the number of Formed Police Units and/or military contingents it is deploying.
2. **DPO’s** processes, criteria and available infrastructure for deployment of military and police personnel, including but not limited to:
  - a) actual and future needs for military and police personnel, taking into consideration any UN field missions projected to close or downsize;
  - b) the obligation to ensure geographical representation of TCCs and PCCs in the military and police components of UN field missions;
  - c) the obligation to respect the pledges made by TCCs and PCCs in the framework of the United Nations Peacekeeping Capability Readiness System (PCRS);
  - d) the availability in the UN field mission(s) of the requisite logistics, welfare and medical facilities for women.

In addition to the above, any provision of training or other assistance by DPO to TCCs and PCCs that is outlined in a project proposal, will be contingent upon the availability of relevant DPO personnel and financial resources unless EIF or other partners can mobilize requisite resources in a timely manner to enable the planning for and creation

of additional capacities to address the scale and scope of activities envisaged in the project proposal(s).





**Annex A: Deployment Planning for United Nations Peace Operations.**

Personnel	Current deployment 31 <sup>st</sup> August, 2021				Planned deployment 31 <sup>st</sup> August, 2022				Planned deployment 31 <sup>st</sup> August, 2023				Planned deployment 31 <sup>st</sup> August, 2024			
	M	W	%W	T	M	W	%W	T	M	W	%W	T	M	W	%W	T
<b>Individual police officers</b>	15	4	21	19	17	6	26	23	16	7	30.4	23	15	8	34.7	23

## **Annex C: Security Institution Personnel Data**

To be completed for all funding modality applications: project funding, barrier assessment proposal and GSU premium.

### **Police**

#### **By rank**

<b>Rank</b>	<b>Men</b>	<b>Women</b>	<b>%Women</b>	<b>Total</b>
IGP	1	00	0	1
DIGP	00	00	0	00
AIGP	14	01	7	15
SCP	23	02	8	25
CP	32	02	6	34
ACP	53	11	17	64
SSP	114	19	14	133
SP	347	53	13	400
ASP	2125	676	24	2801
IP	575	114	16.7	689
AIP	2176	456	17	2632
Other Ranks	35386	9012	20.3%	44398
<b>G.Total</b>	<b>40847</b>	<b>10346</b>	<b>20.6%</b>	<b>50193</b>



## **Annex D: DCAF Barrier Assessment Plan Timeline – DCAF MOWIP Toolbox Template 4**

### Template 4: Assessment plan timeline

Please refer to section 3.6 of the MOWIP methodology for details on how to use and complete this template. Please feel free to add additional rows and columns as needed

	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	Notes and specific dates
	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	

	PREPARATION PHASE																
Core team formation																	Involving recruitment of research assistants and administrators.
Write letters requesting permission to do the project*																	This activity will involve reaching out to different key stakeholders needed to ensure the success of the project
Secure access at all levels (Follow up to letter of request, etc)*																	Access will be necessary to ensure that all the needed information and permissions required for the completion of the FFF, decision maker interviews and the survey, is obtained.

Ethical review (as required)																		Ethical clearance will be sought and obtained from the relevant research ethics committee (REC) and the Uganda National Council of Technology (UNCST) as per the national guidelines.
Check relevant legal frameworks on data protection, etc.																		As part of ethical research practice, Makerere University, Uganda Police Force (UPF), DCAF and Cornell University will adhere to the various national and international data protection protocols and data protection legal and policy frameworks.
Preparation workshops for assessment team																		These workshops will involve information about the FFF, the decision maker interviews and the survey – the assessment team will need to be conversant with the three elements of the barrier assessment.
Grouping the FFF questions. (according to level of difficulty)																		Under this activity, during implementation, questions will be categorized into 3 categories – easy, medium and difficult.
Identify qualified enumerators																		Enumerators will be identified during the preparatory phase and trained during the start of the implementation phase. They will be part of the research team.
Tools training (FFF, KIs and Survey)																		Enumerators will be trained in the administration of the 3 tools at the same time to enable the entire team to have a broader understanding of all the information needed for the barrier assessment.

Acquiring of the program survey software																	ODK software will be acquired for use on tabs during data collection. This software will be compatible with software used by Cornell University. A local server will be based at Makerere University.
Development of a monitoring plan																	The plan will enable us to track activity implementation and to resolve issues arising out of delays in activity implementation
DATA COLLECTION PHASE																	
<b>PHASE A</b>																	
Localisation of the survey tool																	The tool will be studied and contextualised to the situation in Uganda
Obtain the information needed to generate a sample																	This will involve Obtaining information which is relevant to the study but may be missing
Pilot study																	This will be for tool testing to ensure that the questions are clear to anticipated respondents.
2 <sup>nd</sup> localisation of the tool.																	We shall revisit the toll to make sure its clearer and address the key issues identified during the pilot phase.
Draw names of personnel to be surveyed																	In partnership with UPF key locations and respondents will be purposively selected from the 28 police regions.

and identify key locations to visit																			
Scheduling of field visits																			
<b>PHASE B</b>																			
Deployment of research teams																			
Conduct interviews																			
<b>PHASE C</b>																			
Transcribe interviews																			
<b>ANALYSIS AND REPORT WRITING PHASE</b>																			
Clean data from the survey																			
Pull out quotes and analyze data from the key decision																			

maker interview																
Receive analyzed data from Cornet GSS Lab																Based on the primary data transmitted to Cornell University analyzed data will be returned to Makerere University to facilitate report writing
Fill out indicator form																The form will be completed based on guidance received from DCAF and Cornell University
Finalize with the FFF																Some information from the survey will be used to fill gaps in the FFF
Write report																The report will be written based on analysed data from Cornell as well as the transcribed data from the Key Interviews
Assessment team input in to analysis and draft report																The assessment team will provide further input in to the draft report.
Finalize draft report																The draft report will be finalized based on feedback from the larger research team before circulation to relevant stake holders.
VALIDATION PHASE																
Validation workshop – UPF Authority																This will ensure police ownership

Validation workshop-Other stakeholders																				To ensure conformity with the international, regional and national frameworks and relevant sector strategies.
Finalize internal & public reports																				This will be an ongoing process where we shall proactively address feedback.
Report layout and graphics design																				To ensure the report is presentable and accessible to different categories of users.
PROJECT LAUNCH																				
Report printing																				Period includes production of hard copies for distribution to relevant offices.
Project Launch ceremony																				Hope to use most of the printed reports in this session.
Close out																				Period planned for three months to have everything summed up together.

\* Please refer to template 5: Communication Strategy for more details on how to request and secure permission and access and for suggested steps to organise these steps.

**Annex F: DCAF Budget Template**  
**MOWIP Implementation – DCAF**  
**MOWIP Toolbox Template 15 (MS**  
**Excel)**

	Item	UNDG Category	Unit	Qty	# of units	Unit Price in National Currency	Total Item Price National Currency	Activity Subtotal National Currency	USD Total Item Price (1 USD = 3550)	Activity Subtotal in USD	Observations
Activity 1: Project Management Costs	Lead Researcher Fees	1. Staff and other personnel cost	EA	4	12	UGX 2,200,000.00	UGX 105,600,000.00		\$29,746.48		
	Project Coordinator Costs	1. Staff and other personnel cost	EA	2	12	UGX 3,821,379.00	UGX 0.00		\$25,834.67		
	Honoraria for assessment Team	1. Staff and other personnel cost	EA	5	12	UGX 2,000,000.00	UGX 120,000,000.00		\$33,802.82		
	Progress Meetings	1. Staff and other personnel cost	EA	15	12	UGX 120,000.00	UGX 21,600,000.00		\$6,084.51		
	Office laptops	3. Equipment, Vehicles and Furniture	EA	3	1	UGX 3,700,000.00	UGX 11,100,000.00		\$3,126.76		
	Furniture	3. Equipment, Vehicles and Furniture	EA	4	1	UGX 2,200,000.00	UGX 8,800,000.00		\$2,478.87		
							UGX 0.00		\$0.00		
							UGX 358,813,096.00			\$101,074.11	
Activity 2A: Planning Phase Preparation of workshop for the team (to develop assessment plan)	Venue Hire	4. Contractual Services	EA	1	7	UGX 250,000.00	UGX 1,750,000.00		\$492.96		
	Transportation	5. Travel	EA	312	7	UGX 2,600.00	UGX 5,678,400.00		\$1,599.55		
	Catering	4. Contractual Services	EA	20	7	UGX 60,000.00	UGX 8,400,000.00		\$2,366.20		
	Stationary	2. Supplies, Commodities, Materials	EA	1	7	UGX 100,000.00	UGX 700,000.00		\$197.18		
							UGX 0.00		\$0.00		
							UGX 0.00		\$0.00		
							UGX 16,528,400.00			\$4,655.89	
Activity 2B: Planning Phase Authorization Process	Transportation	5. Travel		1	65	UGX 2,600.00	UGX 338,000.00		\$95.21		To attend high level meetings
	Ethical Clearance Fees	7. General Operating and other Direct Costs	EA	1	2	UGX 2,150,000.00	UGX 4,300,000.00		\$1,211.27		
							UGX 0.00		\$0.00		
							UGX 4,638,000.00			\$1,306.48	
Activity 3A: Enumerator training and survey preparation Localization Workshop	Translation of standard survey questions	4. Contractual Services	EA				UGX 0.00		\$0.00		The survey shall be kept in English Language
	Venue Hire	4. Contractual Services	EA	1	2	UGX 400,000.00	UGX 800,000.00		\$225.35		
	Local Transportation	5. Travel	EA	40	2	UGX 80,000.00	UGX 6,400,000.00		\$1,802.82		
	Catering	4. Contractual Services	EA	40	2	UGX 60,000.00	UGX 4,800,000.00		\$1,352.11		

	Stationary and material for workshop	2. Supplies, Commodities, Materials	EA	40	1	UGX 10,000.00	UGX 400,000.00		\$112.68		
	Facilitation fees	1. Staff and other personnel cost	EA	10	2	UGX 175,000.00	UGX 3,500,000.00		\$985.92		
							UGX 0.00		\$0.00		
								UGX 15,900,000.00		\$4,478.87	
<b>Activity 3B: Enumerator training and survey preparation</b> <b>Enumerator training (2 days)</b> <b>Pilot Survey (1-2 days)</b> <b>2nd Localization (1 day)</b>	Venue Hire	4. Contractual Services	EA	1	3	UGX 400,000.00	UGX 1,200,000.00		\$338.03		
	Local Transportation	5. Travel	EA	40	4	UGX 50,000.00	UGX 8,000,000.00		\$2,253.52		
	Catering	4. Contractual Services	EA	40	4	UGX 55,000.00	UGX 8,800,000.00		\$2,478.87		
	Stationary	2. Supplies, Commodities, Materials	EA	1	3	UGX 70,000.00	UGX 210,000.00		\$59.15		
	Facilitation Fees	1. Staff and other personnel cost	EA	10	2	UGX 175,000.00	UGX 3,500,000.00		\$985.92		
	Survey License	3. Equipment, Vehicles and Furniture	EA	20	1	UGX 120,000.00	UGX 2,400,000.00		\$676.06		Survey or Qualtrics
	Payment for enumerators for pilot day	1. Staff and other personnel cost	EA	20	1	UGX 50,000.00	UGX 1,000,000.00		\$281.69		If not part of assessment team staff
							UGX 0.00		\$0.00		
								UGX 25,110,000.00		\$7,073.24	
<b>Activity 4A: Data Collection</b> <b>Fact Finding Form</b>	Costs of completing the FFF	7. General Operating and other Direct Costs	EA	10	4	UGX 160,000.00	UGX 6,400,000.00		\$1,802.82		If not covered in project management costs
							UGX 0.00		\$0.00		
							UGX 0.00		\$0.00		
								UGX 6,400,000.00		\$1,802.82	
<b>Activity 4B: Data Collection</b> <b>Survey Implementation</b>	Material for survey	3. Equipment, Vehicles and Furniture	EA	20	1	UGX 780,000.00	UGX 15,600,000.00		\$4,394.37		Tablets with internet access
	Local Transportation	5. Travel	EA	380	1	UGX 45,000.00	UGX 17,100,000.00		\$4,816.90		
	Transportation across country	5. Travel	EA	5550	2	UGX 2,600.00	UGX 28,860,000.00		\$8,129.58		
	Meals (DSA)	5. Travel	EA	30	8	UGX 55,000.00	UGX 13,200,000.00		\$3,718.31		
	Accommodations	5. Travel	EA	30	8	UGX 120,000.00	UGX 28,800,000.00		\$8,112.68		
	Collation for participants in interviews	5. Travel	EA	380	1	UGX 15,000.00	UGX 5,700,000.00		\$1,605.63		e.g. Snack, drink, as relevant
	Payment for enumerators	1. Staff and other personnel cost	EA	20	8	UGX 100,000.00	UGX 16,000,000.00		\$4,507.04		If not part of assessment team staff
	Communication costs	7. General Operating and other Direct Costs	EA	20	1	UGX 100,000.00	UGX 2,000,000.00		\$563.38		
Communication device or package for assessment team	3. Equipment, Vehicles and Furniture	EA	30	1	UGX 100,000.00	UGX 3,000,000.00		\$845.07		e.g. Phone or Data Credit / For Coordination with assessment team	
								UGX 0.00		\$0.00	
								UGX 130,260,000.00		\$36,692.96	



Activity 4C: Data Collection Interviews	Material to record Interview	3. Equipment, Vehicles and Furniture	EA	10	1	UGX 400,000.00	UGX 4,000,000.00		\$1,126.76		Dictaphones or other recording device
	Local Transportation	5. Travel	EA	36	5	UGX 100,000.00	UGX 18,000,000.00		\$5,070.42		
	Meals (DSA)	5. Travel	EA	6	5	UGX 50,000.00	UGX 1,500,000.00		\$422.54		
	Collation for participants in interviews	5. Travel	EA	30	1	UGX 15,000.00	UGX 450,000.00		\$126.76		e.g. Snack, drink, as relevant
	Payment to Interviewers	1. Staff and other personnel cost	EA	6	5	UGX 175,000.00	UGX 5,250,000.00		\$1,478.87		If not part of assessment team staff
			EA				UGX 0.00		\$0.00		
							UGX 29,200,000.00		\$8,225.35		
Activity 5: Data Analysis and Report Writing	Research Assistance	1. Staff and other personnel cost	EA				UGX 0.00		\$0.00		
	Statistical Software	3. Equipment, Vehicles and Furniture	EA	1	1	UGX 3,700,000.00	UGX 3,700,000.00		\$1,042.25		
	Transcripts and Response Matrices	1. Staff and other personnel cost	EA	10	3	UGX 120,000.00	UGX 3,600,000.00		\$1,014.08		
	Analysis exercise	1. Staff and other personnel cost	EA	15	10	UGX 175,000.00	UGX 26,250,000.00		\$7,394.37		
						UGX 0.00		\$0.00			
							UGX 33,550,000.00		\$9,450.70		
Activity 6: Validation process Can include 1/2 day or longer oral report 2-day or longer validation workshop	Venue Hire	4. Contractual Services	EA	2	1	UGX 600,000.00	UGX 1,200,000.00		\$338.03		
	Transportation	5. Travel	EA	30	2	UGX 200,000.00	UGX 12,000,000.00		\$3,380.28		(if participants coming from outside the capital)
	Accommodation	5. Travel	EA	20	2	UGX 120,000.00	UGX 4,800,000.00		\$1,352.11		(if participants coming from outside the capital)
	Local Transportation	5. Travel	EA	20	2	UGX 140,000.00	UGX 5,600,000.00		\$1,577.46		
	Catering	4. Contractual Services	EA	60	2	UGX 100,000.00	UGX 12,000,000.00		\$3,380.28		
	Stationery and materials for workshop	2. Supplies, Commodities, Materials	EA	55	1	UGX 35,000.00	UGX 1,925,000.00		\$542.25		
	Facilitation fees	1. Staff and other personnel cost	EA	15	1	UGX 200,000.00	UGX 3,000,000.00		\$845.07		
	Report proofreading	1. Staff and other personnel cost	EA	2	8	UGX 300,000.00	UGX 4,800,000.00		\$1,352.11		
	Report layout	4. Contractual Services	EA	2	1	UGX 2,500,000.00	UGX 5,000,000.00		\$1,408.45		
Report printing	4. Contractual Services	EA	80	1	UGX 52,000.00	UGX 4,160,000.00		\$1,171.83			
Report Launch	7. General Operating and other Direct Costs	EA	1	1	UGX 17,838,000.00	UGX 17,838,000.00		\$5,024.79			
							UGX 72,323,000.00		\$20,372.68		
<b>Subtotal</b>							<b>UGX 692,722,496.00</b>		<b>\$195,133.10</b>		

Direct Costs	5% contingencies	7. General Operating and other Direct Costs	%	5		UGX 34,636,124.80	UGX 34,636,124.80	\$9,756.65	\$9,756.65
<b>Total</b>							<b>UGX 727,358,620.80</b>		<b>\$204,889.75</b>
Indirect Costs	UN WOMEN Fund Management Fees 7% of total	8. Indirect Support Cost	%	7		UGX 50,915,103.46	UGX 50,915,103.46	\$14,342.28	\$14,342.28
<b>Grand total</b>							<b>UGX 778,273,724.26</b>		<b>\$219,232.04</b>

### Budget summary

UNDG Categories	Total	% Budget
1. Staff and other personnel cost	\$ 114,313.55	52.14
2. Supplies, Commodities, Materials	\$ 911.27	0.42
3. Equipment, Vehicles and Furniture	\$ 13,690.14	6.24
4. Contractual Services	\$ 13,552.11	6.18
5. Travel	\$ 44,063.77	20.10
6. Transfers and Grants to Counterparts	\$ -	0.00
7. General Operating and other Direct Costs	\$ 18,358.91	8.37
8. Indirect Support Cost	\$ 14,342.28	6.54
	\$ 219,232.04	100.00

## **Annex G. EIF good practices in the conduct of a barrier assessment to the deployment of women in peacekeeping operations**

1. Ensure the data collection process is human rights and gender sensitive in the formulation of the questions and methodology.
2. Ensure the safety of the researchers during the process, and therefore, the implementing agencies should coordinate closely with the Ministry of Interior and the Ministry of Defense to obtain up-to-date details on the security situation in the regions to be visited before the survey team leaves.
3. Map out places to visit for data collection and classify collection points by high, medium and low risk. Depending on the ranking, a stakeholder engagement protocol must be developed for each level of risk. Places considered to be high risk should be surveyed by telephone/online with the relevant identified stakeholders. Coordination with local chiefs and local authorities is essential for information gathering.
4. The team of researchers and enumerators should have mixed gender representation so that researchers can more easily interview women in the study.
5. An evacuation protocol allowing team of researchers and enumerators to get out of risky situations must be drawn up. For example, non-state armed groups may enter the place while enumerators interview stakeholders.
6. The team of researchers and enumerators should be trained on the questionnaires, how to ask the questions, what to do in case of an evacuation plan, what to do if the men in a household do not let the women speak during the interviews.
7. Ensure that researchers and enumerators are always deployed in teams of at least two to avoid prejudice and intimidation, misunderstandings and misinterpretations of respondent responses and behaviors.

## **Annex H. Technical Offer from Makerere University**

### **1.0 INTRODUCTION**

This technical proposal is an integral part of the proposal submitted by the Uganda Police Force (UPF) to participate in the barrier assessment. This proposal seeks to show Makerere University's understanding of the MOWIP methodology. Makerere University remains open to revision of this proposal to make sure it leads to the efficient and effective execution of the assessment. Makerere University and UPF have chosen 'option B' as the mode of implementation of the barrier assessment.

### **BACKGROUND**

Despite efforts by governments and the UN system worldwide to increase the quality and numbers of women participating in peacekeeping operations around the world, progress remains extremely low. The numbers have remained particularly low among the Police. This has been the case in Uganda, particularly within the Uganda Police Force where the current deployment of women is just 21% of 19.

Based on this context, the Uganda Police Force, in compliance with Government of Uganda (GoU) policies and laws on women equality and empowerment is committed to advancing the mission of increasing the number of women in peace support operation, and more broadly improving and increasing the representation of women in peace keeping contingents, at all levels of responsibility. In order to do this, a strong scientific research process is needed. This will be done in form of an in-depth study to identify constraints and appropriate solutions that can be translated into positive changes in policy and practice in the Uganda Police Force.

In this technical proposal, Makerere University presents the technical approach for undertaking the barrier assessment using the Methodology for Assessing Opportunities for Women in Peace Operations (MOWIP) recommended by the Elsie Initiative and accepted by the Uganda Police Force.

### **2.0 OUR UNDERSTANDING OF THE TASK AT HAND**

Makerere University understands that the task at hand is to carry out the barrier assessment using the Methodology for Assessing Opportunities for Women in Peace Operations (MOWIP methodology). Following the completion of the assessment, data analysis will be undertaken and a report will be written.

- 1) Complete the Fact-Finding Form (FFF)
- 2) Conduct a survey involving a minimum of 380 respondents (ideally 190 females and 190 males), and at least 50% current or previously deployed staff.
- 3) Conduct interviews with a minimum of 30 key decision makers within the Uganda Police Force (UPF), government agencies and other structures responsible for making decisions about UN peace operations, particularly the deployment of female Police Officers. The key decision makers will include those responsible for making decisions about deployment to peace support operations.
- 4) In partnership with Cornell University, analyze the data in order to complete the MOWIP Indicator Sheet and write the report by completing the MOWIP Indicator Sheet at the same time.

### **3.0 A BRIEF PROFILE OF MAKERERE UNIVERSITY: ITS STRENGTH AND RELEVANCE TO THE BARRIER ASSESSMENT**

Makerere University is a research -led University and is ranked number 5 in Africa, and number 1 in Sub-Saharan Africa. In 2020, U.S. News & World Report ranking ranked Makerere as the highest University in sub-Saharan Africa outside of South Africa. The University has been teaching and undertaking research in the areas of peace and conflict resolution since 2003 when the Peace and Conflict Studies Program was launched. The University utilizes experiential and learner -centered pedagogy that integrates theory, research and practice in all its work. Since the year 2020, Makerere has been host to the only Rotary Peace Centre on the African continent. The University has an extensive network of peace fellows, researchers and scholars. With funding from UN Women, the institution is currently implementing a long-term project on strengthening UNSCR 1325 through research and partnerships. The key activities on this project included a baseline study which assessed the level of awareness, knowledge and Implementation of the UNSCR 1325 in Uganda. Also, with funding from the MasterCard Foundation, the team carried out an environmental assessment on the state of the Psychosocial State of Makerere University Students and staff involving a total of over 3460 respondents.

The University will efficiently and effectively collaborate with the UPF by building on the already existing memorandum of understanding (MoU) between the two government institutions. The existing MoU governs the current cooperation in areas of training, research and other technical support, including conducting a modular MA. Peace and Conflict Studies Degree for Senior UPF Officers enrolled in the Senior Staff and Command College. The assessment will be carried out under the implementation ‘model B’. The study will be coordinated with the GSS Lab of Cornell University. Being academic institutions, Makerere and Cornell will easily collaborate in training the enumerators and the lead researchers, as well as data analysis after gathering data from the interviews.

The University has a wealth of project management experience gained from managing a number of academic and non-academic projects. The Rotary Peace Centre that hosts the Peace and Conflict Studies Program as well as the Post Graduate Diploma in Peace Building and Conflict Transformation will effectively manage the barrier assessment project.

### **4.0 METHODOLOGY FOR UNDERTAKING THE BARRIER ASSESSMENT**

The barrier assessment will be conducted using the MOWIP methodology which involves three tools, namely: (1) the fact-finding form (FFF) which is used to gather basic institutional, country -specific facts about each issue area; (2) a set of key decision-maker interviews with staff in the government and security institution who make decisions about peace operation deployments; and (3) a survey of men and women of the country’s police force to collect data on individual perceptions and experiences pertaining to the issue areas. These tools obtain information from different sources; they complement one another and will facilitate the triangulation of data and allow for a comprehensive assessment of each issue area. The tools are used to assess a set of indicators that measure the general policies, practices, and programmes in place for each issue area (the FFF), the country context and prioritization of women’s meaningful participation (the key decision-maker interviews), the experiences of female and male personnel with each of the indicators (survey), and the gap between the policies, practices, and programmes and the personal experiences (differences between the FFF and the survey).

#### **4.1 Some of the major aspects of the assessment include:**

1. Completing the fact-finding form (FFF) will involve breaking down questions according to their level of difficulty and then follow guidance from a desk review process. The team shall also collect information through informal interviews from relevant individuals as well as including some of the questions from the FFF in to the Interviews of Key Decision Makers who are known to be information rich, and hold privileged positions that give them access to some of the required information.
2. Conducting the key decision-maker interviews – mainly involving thirty (30) high-ranking police officer(s) responsible for decision-making about peace operation deployments, as well as selected and relevant high-level civilian leader(s) responsible for decisions about deployment of female police officers in peace support operations – these may include officials from the Ministries of Internal Affairs and the Ministry of Gender. Specific methods such as the stratified sampling, snowballing may be used to get reference to other appropriate respondents who are key decision makers. This will be done to obtain additional information from respondents who may not have been identified at the start of the assessment.
3. Conducting the survey: the survey will be the main tool for gathering information about perceptions of the issue areas and information about the actual experiences of police officers. It will target 380 respondents. The survey will be conducted using the *quota sampling* method, meaning that the responses obtained from the selected quota will be used to make generalizations about the particular categories of respondents within the UPF. Quota sampling will be an efficient and economical method, in terms of time, money and other resources. As such, the findings will not be used to form generalizations about the entire Uganda Police Force – primarily because quota sampling will not obtain a representative sample of the entire UPF. In addition to the quota sampling, the team also aims at using the voluntary sampling to open up space for more participants that are interested in participating. The survey will be implemented by the assessment team from Makerere University. The University is aware that the recommended number of enumerators for the 380 people survey is eight (8), however considering the detailed nature of the survey tool, and that the wide and representative geographical coverage and the inaccessible areas are likely to prolong the duration of the assessment and affect other activities of the barrier assessment, we plan to use twenty (20) enumerators (considering gender balance) to shorten the data collection exercise and devote more time to data analysis, report writing and the validation exercise.

#### **4.2 Localization, training and piloting of the data collection tools**

The MOWIP methodology, particularly the survey tool, is generic in nature. As such, Makerere University will localize and customized to suit the Ugandan context. Subsequently, all other tools will be localized and contextualized through training, piloting and revision of the relevant

tools, especially the survey tool. Makerere University will consult with DCAF and Cornell University the extent to which Makerere University can adapt the assessment tools, ensuring that no survey questions are removed, but can be rephrased. The localization process be conducted jointly with the Uganda Police Force, and will take one week.

#### **4.3 Training of the Research Team:**

As part of the preparatory phase, DCAF and Cornell University will train the main Makerere University, enumerators and the working team from the Uganda police force. The trainings shall include the participation in piloting of survey tools, an introduction to the purpose of the MOWIP methodology, research ethics, the sampling process, the survey, and how to use the survey software. The training will provide the opportunity for the researchers to build a cohesive research team, enabling the lead researchers to address any emerging issues that have the potential to affect the assessment. The training will draw on the resources available online in the MOWIP Toolbox 80.

#### **4.4 Piloting the survey**

Prior to the implementation of the survey, the survey tool will be piloted over a two-day period. The pilot population and area will not be selected for inclusion in the actual survey. The pilot exercise will follow immediately after the second localization process. The respondents during the pilot survey exercise will include retired Police Officers, Students of Peace and Conflict Studies, and members of the selected CSOs. The survey pilot will not include active member of the police to ensure that these are reserved for the main survey. During the piloting exercise, the survey instrument/tool will be examined for appropriateness, time consciousness, and sensitivity of the questions. The survey may be revised after the pilot. Guidance on page 53 of the MOWIP methodology will guide the piloting of the survey tool.

#### **4.5 Data collection software and programming**

Makerere University will collect data using ODK software on procured tablets. The software will enable the survey to be implemented using an online platform that will be found suitable for the assessment. Data will be collected online and offline. After data is collected, the online platform will allow for the data to be uploaded immediately and for the survey to be collected offline.

The selected platform will meet the relevant data protection guidelines and comply with any national laws on data protection, including to relevant research ethical standards. The platform will be password protected. Access to data on the platform will only be my Makerere University. In fact, the enumerators will not be able to access the data or responses after they have completed a survey. As much as practically possible, the enumerators will upload the results immediately following the survey, but in any case, not exceeding 24 hours. The analysis will be done using the **Atlas-ti** version 9, software.

Makerere University will collect data from the survey and transmit it to Cornell University GSS lab for preliminary analysis. Later on, the summarized data sets of the preliminary data analysis will be sent to Makerere for use in the drafting of the assessment report.

### The proposed division of tasks between Makerere University and Cornell GSS Lab

#	Task	Makerere	Cornell GSS
1	Provide training on how to fill out the FFF. *	*	
2	Support the assessment team in adapting the FFF to the national context	*	
3	Provide guidance and feedback to the assessment team completing the FFF	*	
4	Provide training on how to implement the key decision-maker interviews	*	
5	Provide guidance on the selection of interviewees and the conducting of interviews.	*	
6	Data cleaning	*	
7(a)	Drafting of a skeleton report containing: (a) provide a spreadsheet with a descriptive analysis of the survey	*	
7(b)	Prepare scales and scores from the MOWIP indicator form	*	
7(c)	Provide interview quotes that can be used	*	
8	Present findings and answer questions at the oral report and/or validation workshop	*	
9	Support the assessment team in localizing the survey to the context by adjusting and adapting questions so that they gain approval from the security institution.	*	
10	Determining the sample size and sampling strategy for the survey.	*	
11	Training enumerators, troubleshooting any issues, and answering questions during survey implementation.	*	
12	Programming the survey software, overseeing the survey pilot, and incorporating adjustments.	*	
13	Creation of a data analysis spreadsheet	*	
14	Secure storage of the survey data.	*	
15	Creating descriptive statistics from the survey (involves some statistical analysis using software).	*	
16	Using the data collected in the FFF, interviews, and survey to complete the MOWIP indicator form	*	
17	Liaising with the assessment team to fill gaps in the MOWIP indicator form	*	
18	Provide limited guidance on report writing, such as suggestions for additions and modifications.		*
19	Provide access to the de-identified data to TPCC, assessment partner, or national university for further research.		*



Please note that based on the division of tasks indicated above, Makerere University will play the lead role in analyzing the data, with Cornell providing guidance. Makerere University will ensure the confidentiality of all the data obtained during the assessment and ensure that only public MOWIP reports are released. Makerere University will ensure that recommendations are drafted and finalized in close collaboration with the Uganda Police Force.

#### 4.6 Stakeholder mapping

Stakeholder mapping is the process of finding out the key stakeholders relating to a project, activity or an initiative. The process is undertaken from a risk management perspective and involves identifying all individuals who have an interest in the project outcome. A project stakeholder can be one individual, multiple individuals or an institution. Makerere University will undertake stakeholder mapping to identify the relevant stakeholders in the barrier assessment and women in peace support operations in general. Through this process, the mapping will reveal the relevant connections between different actors and help identify key decision-makers, from whom access will need to be secured, who will have to be kept regularly informed throughout the assessment and who will be potential respondents in the assessment. Stakeholder mapping will be undertaken by the assessment team at the inception phase in order to assure that particularly all relevant authorities who control the access to information are mapped at. This will facilitate overall access, access to personnel with whom to conduct the survey, access to numerical data and access to interviewees is secured in advance of the actual assessment.

The stakeholder analysis matrix below will be used as a tool for undertaking the mapping

Dimensions	Stakeholders	Degree of influence or importance	Actions or required	Observations

It is anticipated that the stakeholder mapping will enable the ‘unveiling’ of the two broad categories of stakeholders: (a) the allies – the influential individuals, groups of individuals or institutions that are supportive of gender concerns and of the Elsie Initiative; (b) the potential adversaries or spoilers – those that may not support the assessment, or those that may out rightly be against the assessment. The key focus of the stakeholder mapping exercise will be the UPF. The organizational structure of UPF will be examined to identify the components with a stake in the assessment. Based on the mapping of the organizational structure of UPF, color codes will be used to identify key stakeholders, with a focus on the decision-making power and level of influence of the components within UPF particularly in terms of influence, power and control over the required information.

#### 5.0 COMMUNICATION STRATEGY AND SECURING ACCESS

Makerere University will develop a clear communication strategy which will be used to achieve the communication objectives, leading to the success of the barrier assessment. The strategy will articulate the communication goals, select the target audience(s) and formulate a communication plan. For the best delivery, two major working groups shall be in place including a team from Makerere University and the other from the Uganda Police Force all with team leads. In particular, the Uganda Police Force team shall include people from different departments and levels of decision-making, in order to effectively support the assessment process at the strategic, operational and tactical levels. This shall also ensure sustainability of the project given the fact there shall be faster access to information required for the FFF and other tools as well as easily availing respondents for the survey. The communication strategy and the plan in particular will ensure timely and effective communication between the assessment team and UPF, as well as between the assessment team and the other relevant stakeholders – including those:

- whose permission will be needed to (because they have access to and control over) the information we'll need. These stakeholders will need to grant Makerere University the permissions to undertake the assessment through the survey, the interviews, including access to vital data and statistics
- whose endorsement we need to conduct the assessment (potential spoilers)
- those whose support would help conduct the assessment (potential allies at the national or international level)
- those who may be directly affected by the findings (i.e., staff in UPF, including those who may be eligible for future deployments); and
- those who may be indirectly affected by (or interested in) the findings (the public, CSOs, staff officers, academics, the international community, and so on).

Makerere University will develop appropriate and tailored communication tools to reach out and ensure effective engagement with different audiences throughout the life of the assessment, as well as the follow-on activities. Makerere University will draw on the guidance provided in Template 5 in the online MOWIP Toolbox to select the suitable information and communication methods for the assessment. Needless to mention, the communication methods selected will be tailored to the perceived interests and concerns of the mapped stakeholders. Building on an existing relationship, Makerere University will place greater emphasis on obtaining buy-in and ownership of influential individuals and departments within UPF as a strategy for gaining the trust and unhindered access to the required information.

## **6.0 DEVELOPING AN ASSESSMENT PLAN**

Makerere University will develop an overall plan for the assessment, providing the overall framework for activities and the proposed timelines. This plan is very essential for designing and implementing a successful barrier assessment. The plan will provide a comprehensive overview of the assessment process, defining the roles and responsibilities of the stakeholders and providing an informed estimate of the financial, human, and time resources required. The plan will also aid the timely identification of the anticipated challenges and actions needed to address the challenges. The assessment plan will be a 'living document' that will be iterated along the assessment based on the evolving context, as new challenges and constraints may emerge. The assessment plan will be socialized with UPF senior leadership, with their buy-in secured, in order to receive authorization to conduct the assessment and various levels of

access necessary to implement the methodology. The plan will also ensure that coordination activities with UPF are articulated and that necessary arrangements for a focal person are put in place to ensure that UPF hierarchy is responsive to the assessment at all times, particularly meeting the needs for data and statistics.

## **7.0 RESEARCH ETHICS**

As a research-led University, Makerere will adhere to the highest research ethical standards during the barrier assessment. This will involve following research protocols and the strict application of fundamental ethical principles to research activities, including but not limited to the appropriate design and implementation of the assessment, respect towards respondents, the use of resources and research outputs, and avoiding scientific misconduct. This process will result into valid and sound results. The research tools/protocols will be submitted to a research ethics committee (an institutional review board), as well as to the Uganda National Council for Science and Technology (UNCST) as per the national guidelines. The enumerators and indeed the entire research team will undergo training to ensure adherence to the highest standards of ethical research.

During the assessment, the following steps will form part of the ethical conduct of the assessment:

- Participants will be made fully aware of the assessment they will be participating in
- Participants will have some idea about what they would be asked to do
- Participants will be notified about the risks and benefits of the research
- The assessment team will clearly state that participation in the assessment is voluntary for both survey respondents and interviewees
- The assessment team will let respondents know that their responses to the survey questions are de-identified and confidential
- The assessment team will avail psycho-social support for respondents to the survey, if needed
- The assessment team will provide information about data storage

## **8.0 MANAGEMENT STRUCTURE OF THE BARRIER ASSESSMENT PROJECT**

Makerere University is a fully accredited public University in Uganda with sound governance, management, operational, administrative and financial policies and oversight systems. The Centre is Governed by an Advisory Board, and is managed by a management team. The University finances are managed by the various public financial management laws and regulations and audited by the Auditor General of Uganda.

The following team will be in charge of the barrier assessment and gender balance shall be taken care of during recruitment;

- One (1) Principal Investigator/Teal Leader & Conflict Specialist
- One (1) Statistician/demographer
- One (1) Co-Principal Investigator/ Deputy team Leader & Conflict Specialist
- One (1) Project Management Specialist
- One (1) Project Management Assistant
- One (1) Liaison Officer

■

One (1) Gender Specialist

■

One (1) Logistician/Administrative Officer One (1)  
Finance/Accounts Assistant