
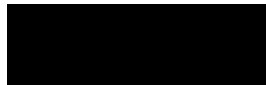


PROJECT CLOSURE NARRATIVE REPORT – MOWIP (OR EQUIVALENT) BARRIER ASSESSMENT

The information collected in this form will be used for the sole purpose of the EIF Secretariat monitoring and reporting requirements.

1. Project Details

Project Name	Barrier assessment on impediments to Uganda Police Force Female Officers' participation in United Nations Peace Operations
Fund Recipient	UN Women Uganda Country Office
Country	Uganda
Project Manager Name	SSP Ojandu Robert
Email Address	ojanbab@gmail.com
Government Coordinating Entity (GCE)	Uganda Police Force
National Entity (NE)	Uganda Police Force
Project Timeframe	16 months
Project Closure Report Submission Date	31 st July 2023

T/PCC FUND RECIPIENT	PUNO FUND RECIPIENT
Where the fund recipient is a T/PCC, the following signatory is required:	Where the fund recipient is a PUNO, the following signatory is required:
Name of the National Entity (NE)¹: Uganda Police Force	Name of the United Nations Organisation²: UN Women Uganda Country Office
Signatory Name: SSP Ojandu Robert Position: Ag. Commissioner Peace Support Operations Signature 	Signatory Name: Paulina Chiwangu Position: Country Representative Signatur 
Date: 23 rd August 2023 Telephone Number: +256773575665 Email: ojanbab@gmail.com	Date: 30 th August 2023 Telephone Number: +256772147538 Email: paulina.chiwangu@unwomen.org
	UN Women Atlas / Quantum Project No: 00130679
MPTFO Project No (see MPTFO page)	MPTFO Project No (see MPTFO page)

¹ As per the PRODOC i.e., Chief of Defence / Ministry of Defence / Police Commissioner / Ministry of Interior / Home Affairs

² As per the PRODOC i.e. PUNO Country Office Head / Representative

2. MOWIP Barrier Assessment Milestones

Phase	Milestones and Indicators	
Preparation	MOWIP training was conducted with the assessment team.	Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/>
	Training for the security institution was conducted.	Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/>
	Enumerator training was conducted.	Yes <input checked="" type="checkbox"/> No: <input type="checkbox"/>
	Please indicate the type of committee/s that were established to oversee the conduct and implementation of the MOWIP.	Project Steering Committee: Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/> Project Technical Committee or Working Group: Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/>
Implementation	Number of surveys administered.	Total number of persons surveyed: 434 Total women: 190 Total men: 244 Total planned number as per PRODOC: 380 Total women: 190 Total men: 190
	Number of interviews conducted with senior leadership, decision makers, program officers.	Total number of persons interviewed: 30 Total women: 15 Total men: 15 Total planned number as per PRODOC: 30 Total women: 15 Total men: 15
	Fact-finding form completed.	Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/>
Validation	Oral report with key leadership conducted.	Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/>
	Validation workshop was conducted.	Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/>
	Internal MOWIP barrier assessment report produced and shared with the EIF.	Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/>
	External MOWIP barrier assessment report produced and published by the Security Institution. Please include the website where the report is published.	Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/> Website: https://www.upf.go.ug
Report Launch	Report launch activity conducted (<i>online/in-person, attendance</i>)	Online: Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/> In-person: Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/> Total Number of people who attended: 150 Total women: 95 Total men: 55

3. Summary of Results

EIF Results Framework – Outcome

The conduct of a Barrier assessment contributes to the **EIF Outcome 1**: Expanded country specific knowledge of barriers to deployment of women peacekeepers to United Nations peace operations.

Please provide a summary of the accomplishments, results and outputs of the project. The summary should also highlight potential impact and any relevant achievement related to the project's implementation, including unexpected results, both positive and negative. This section should be no longer than one page.

There is increased awareness in the Uganda Police Force (UPF) and amongst other national actors with respect to key impediments to deployment of female police officers to UN Peace Keeping missions. This was the result of a series of interventions including the research and documentation of the existing good practices in the UPF, as well as key barriers to women's meaningful participation in Peace Operations. Also contributing to increased awareness was the public launch and dissemination ³ of the UPF 2023 Report on Results of the Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment.

Above results were accomplished through the following actions and milestones:

- **Establishment and training of a strong team:** Four staff members (3 males and 1 female) and 13 research assistants (5 males and 8 females) were identified and trained to support and deliver the assessment.
- **Approval secured to implement the project:** Clearance for the commencement of the Fact-Finding Form Interviews was obtained and interviews successfully arranged following series of dialogues and communication with the relevant authorities highlighting benefits that would accrue to the UPF. Furthermore, ethical review clearance was obtained from Uganda National Council of Science and Technology (UNCST).
- **Desk review of secondary data:** A desk review and library research was conducted by the core team and research assistants, project staff and senior researchers to identify Peace Keeping information for the Fact-Finding Form tool. Different listings of materials from the library and different websites were identified with regard to peacekeeping. Some of these include sources such as; Uganda Police Force website (www.upf.go.ug), the UN website(www.un.org) and materials namely- The Uganda Police Act, 2019; Peace Keeping Capability Readiness System Guidelines; Uganda National Action Plan III on Women, Peace and Security 2021; and Global study on women in Peace and Security – UN Women. Performing the desk review and Library Research contributed to identifying information for the Fact-Finding Form especially the written sources. This eased the filling of the Fact-Finding Form given the availability of information.
- **Localization and survey tool preparation** workshops were conducted. This involved senior researchers, and research assistants at Makerere University Rotary Peace Center Boardroom.
- **Convening of regular progress meetings**, which contributed to efficiency and effectiveness in the execution of project activities in line with the project workplan and strategic aspirations. This involved timely preparation for the different activities and division of tasks to respective team members.
- **Development of an organogram** contributed to the clear division of tasks among the project stake holders including UN Women, EIF, DCAF, Cornell University, Uganda Police Force and Makerere University teams.
- **Mobilization of personnel by UPF** during the survey into a central location for consultation made the work much easier because the respondents were mobilized at regional level and therefore gathering in a central place made it easier for the teams to be consulted.
- **The MOWIP training** was conducted which involved the assessment team, project staff, research assistants and the team from the security institution all of which were given certificates at the end of the training. The research assistants were thus equipped with the research ethics and skills required during the field work phase and conduct throughout the research study.

³ [https://www.upf.go.ug/2023-report-on-results-of-the-measuring-opportunities-for-women-in-peace-operations-mowip-assessment/#:~:text=It%20employed%20the%20Measuring%20Opportunities,participation%20in%20Peace%20Operations%20\(POs\)](https://www.upf.go.ug/2023-report-on-results-of-the-measuring-opportunities-for-women-in-peace-operations-mowip-assessment/#:~:text=It%20employed%20the%20Measuring%20Opportunities,participation%20in%20Peace%20Operations%20(POs))

- **Data Collection and Analysis** was conducted successfully, this involved Interviews for both Key Informant and Survey interviews.
- **Transcribing Key Informant Interviews** involved recording and matrices produced, data cleaned and all data sets produced.
- **Data from the Key Decision Maker Interviews** was synthesized and fed into ATLAS TI Ver. 9 for analysis. Also, relevant quotes were extracted for analysis and report writing process.
- **Fact-Finding Form completed**, following the gathering of data necessary to fill in all issue areas in the form.
- The **validation process was conducted** at the regions and with KDMI whereby various issues were rectified through clarifications and agreeing to a common position after which, a draft report was produced.
- The senior leadership team continuously supported the completion of the Key informant interviews by introducing the interviewers to their identified key participants including Police officers, Senior decision-makers, and Trainers who were responsible for decision-making about Peace Operation Deployments and Force Generations. The leadership also shared all necessary information as requested for by the research team to enable them to sample their preferred key informants, during data collection and analysis (e.g. facilitation of access to data, information and personnel, the responsiveness of the organization, logistical arrangements, meetings, and interviews, etc.).
- **The Launch of the MOWIP report** was held on 29th June 2023 during a colorful ceremony, attended by over 150 participants personally and 55 participants attended virtually on the link below.

<https://zoom.us/j/98885873530?pwd=OWdxndtc0FQODJpWGN6clZHK1NBZz09>

Meeting ID: 988 8587 3530
Passcode: 240510

- The **report has been widely disseminated** through print and online and the report is available on [UPF](#) and [Elsie Initiative Fund](#) Websites (please follow the links).

4. **Good practices and recommendations**

- a. *Emerging and good practices: What has worked well during the conduct of the barrier assessment? Describe any good practices implemented during the conduct of the barrier assessment that can be replicated in future programming.*

Regular communication to all project stakeholders: timely and consistent communication to all stake holders during various events such as recruitment of the working group, meetings and trainings enhanced participation. Additionally, WhatsApp platforms were created among the different stakeholders including the enumerators group, assessment team and the overall research team including the Makerere team, Uganda Police Force and UN Women. These eased communication between the team members and greatly contributed to team building and coordination.

Development of the project workplan: The availability of a workplan provided guidance and clear track of the all-project activities to be implemented in a particular period. This also supported the process of scheduling of tasks to respective team members under each activity, thereby enhancing ownership of tasks and improved achievement of results. Conducting of regular progress meetings also contributed to the efficiency in the execution of the project activities in line with the project work plan. This involved timely preparation of the different activities and division of tasks to respective team members.

Approval sought from relevant authorities: The law and governance arrangements that apply to research are complex and vary depending on the type of research and the participants involved. In this case and in line with the protocol in Uganda, to improve national ownership and endorsement of the report, prior approval was secured from the relevant authorities at UPF and Uganda National Council of Science and Technology (UNCST). This was critical, to protect participants and maintain public confidence in the study, as it is important that all research is conducted lawfully and with integrity, in accordance with good practice.

- b. *What recommendations and lessons have you identified regarding project **design** and implementation? Please provide a detailed description including recommendations.*

Development of an organogram contributed to the clear division of tasks among the project stake holders including UN Women, EIF, DCAF, Uganda Police Force and Makerere University teams. This enhanced information flow among the stake holders during project implementation because roles and responsibility of each stake holder were well defined to avoid conflicts.

- **The Project design** was a crucial stage in the lifecycle of the study because it identified key elements by outlining the answers to the EIF Outcome 1: Expanded country specific knowledge of barriers to deployment of women peacekeepers to United Nations peace operations.
- The research tool was lengthy for both the researcher and respondents but after the localization of the survey tool during the localization workshop training it was made easy and user friendly for both the respondents and researchers. And as a result accurate information was given.
- **Coordination** was a powerful tool for effective teamwork and led to improved efficiency and enhanced quality of work. It reduced team errors and conflicts and rather increased creativity and drive to achieve results amongst team members.

5. Challenges/Problems

Please elaborate on the key challenges/problems faced by the project, including:

- a. *the project's results (e.g. type of activities, expected accomplishments, objectives, etc.) and*
- b. *implementation (e.g. change in country situation, administrative processes, collaboration with partners, etc.).*

Please also list actions taken to address them.

Description of key challenges - list the key challenges faced	Key action(s) taken to solve the issue - for each challenge, indicate if, and how it was solved
Processing of funds; There was delay in the processing of funds to the research institution. However, the process was later harmonized to ensure that the funds are released by July, 2022.	Intensive, continuous engagements with UPF and Ministry of Finance and Economic Planning were made to ensure early release of the funds.
The survey tool was too lengthy bearing in mind that the respondents were given only limited time to engage and had to report back to their duty stations. This meant we were at risk of undermining the quality of data collection and ultimately the quality of the report.	The tool was localized and made it easy for the respondents to give feedback and reduced the engagement time.
Some of the data collection areas were hard to reach duty stations due to the then prevailing security concerns.	The research team was able to pivot to virtual modalities and provided access links to the survey tool. This made it more conducive for the respondents to be engaged through the process online.

6. Advocacy and Knowledge Generation

Please describe any events, consultations, reports, research papers, blog posts that you led, or contributed to, in order to promote the project and contribute to the global conversation about uniformed women's representation in United Nations peace operations. Please indicate your role(s) in these knowledge production activities. Please also include the link or URL to each of these products, activities, or events.

UPF Department of Peace Support Operations liaised with the UPF media team to popularize the project and contribute to the global conversation on female deployment in UN Peace Operations. A copy of the report is available on [UPF](#) website and the launch was captured on [twitter](#) and [You Tube](#)

7. Sustainability

- a. *How will the barrier assessment results and recommendations be addressed? Has the security institution stated its commitment to address some of these barriers? If so, how?*

The report provides a great opportunity for targeted and structured interventions as presented in the recommendations, of which Uganda Police Force is committed to implement, through close collaboration with the partners, stakeholders, and well-wishers. One of the key recommendations calls for institutional structures to be put in place by the UPF to sustain the effort. This will no doubt aid sustainability of results and ensure that UPF and partners can take the initiative to the next level. This is because institutional structures often facilitate mobilization of resources and maintaining a long-term base for productive activity.

If the recommendations are fully implemented, the capacities of UPF women will be enhanced and ultimately their opportunities for participation in peace keeping/support operations will increase tremendously. This will also greatly supplement other broader regulatory and guiding frameworks that seek to promote women participation in peace keeping/support operations especially under UN missions.

UPF will integrate some of the recommendations into ongoing activities like campaigns that focus on addressing misconceptions and stereotypes about women in the Uganda Police Force.

- b. *Has the conduct of the barrier assessment triggered processes for similar barrier assessment studies in other security institutions or other countries? Are you aware of any plans to do so?*

Yes, UN Women Tanzania Country Office and the Ministry of Defence and National Service of Tanzania through UN Women Uganda Country Office requested Uganda Police Force for experience sharing on conduct of barrier assessment and this was successfully done on 25th July 2023 through virtual communication on the link below; <https://unwomen.zoom.us/j/99809452927?pwd=MU5BYUZZc3lyczFBRDF4bmRSR3YvQT09>.

UN Women in Burundi Country Office has also reached out to UN Women programme personnel to understand how the Barriers Assessment was conducted and what it entails, in a bid to implement similar initiative with funding from EIF.

8. Additional Information

This section should include any communications and outreach activities organized to raise awareness of the project's activities and report launch, such as press clippings, radio and TV coverage, websites, social media posts etc. If the information is available online, please include the link or URL.

The launch appeared in various Press Clippings such as; [Nile Post](#), [Daily Monitor](#) and various Social Media Platforms like [twitter](#), [YouTube](#) among others.