



# Civic and Political Participation of Women Market Vendors in Kaliro and Lira districts, Uganda project

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End of Project Evaluation, FINAL REPORT

JANUARY 2024

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## ACRONYMS:

|         |                                       |
|---------|---------------------------------------|
| APT     | Action on Poverty                     |
| CAPI    | Computer-Assisted Personal Interviews |
| HCDP    | Human Capital Development Program     |
| LC      | Local Council                         |
| MP      | Member of Parliament                  |
| NDP III | National Development Plan III         |
| NGO     | Non-Governmental Organisation         |
| PIAP    | Programme Implementation Action Plan  |
| PLA     | Platform for Labour Action            |
| ToR     | Terms of Reference                    |
| UGX     | Ugandan Shillings                     |
| UWEP    | Uganda Women Entrepreneurship Program |

# EXECUTIVE SUMMARY:

## Introduction and methodology

This report presents the findings of the end of project evaluation of the Civic and Political Participation of Women Market Vendors in Kaliro and Lira districts that was implemented by Action on Poverty (APT) and Platform for Labour Action (PLA) with funding from the Belgian Ministry of Development Cooperation between February 2022 and January 2024.

The evaluation aimed to assess how well the project has met its outcomes, indicators and targets; identifying key factors that have enhanced and/or inhibited this, and whether and how the project adapted to this; assess overall performance in terms of relevance, coherence, effectiveness, efficiency and sustainability; and to identify key learning and recommendations for PLA and APT that may have a wider application for other projects.

This evaluation was designed as a cross-sectional post-test only research study, using a mixed methods approach consisting of:

- A quantitative survey of 119 female market vendors selected from Lira Main market, Omodo market, Kaliro Main market and Namwiwa market using stratified random sampling. Fifty (50) of these had attended the leadership training as well as other project activities and sixty-nine (69) had not attended the leadership training but could have attended other project meetings for market vendors. For this evaluation, the former were deemed direct beneficiaries, while the latter were indirect beneficiaries.
- Qualitative approaches including key informant interviews of different stakeholders involved in the project, focus group discussions with beneficiaries and document review of project reports and documentation. The evaluators interviewed a total of 47 respondents in Lira and Kaliro districts.

## Findings

### Impact achieved

The project aimed to achieve its goal through three main outcomes:

- Outcome 1: Market women empowered through transformative leadership skills and civic participation.
- Outcome 2: Market women's agency active and meaningfully influencing decision-making at national, district and local levels.
- Outcome 3: Increased economic empowerment and resilience of women market vendors in selected markets.

#### Achievement of Outcome 1

*Measurement Indicator: 70% of market women with improved knowledge, skills, and values in democratic leadership.*

68.8% (95% CI[58.5,76.2]) of female vendors reported the desired knowledge competency in democratic leadership, which was within the project target. This varied by market, with Lira main market trailing behind the other markets with only 47.1% compared to 73.5% in Omodo market, 81.3% in Kaliro main market and 72.1% in Namwiwa market.

Due to increased knowledge on democratic leadership in the market, market vendors and leaders reported the following behavioural changes: better dispute resolution with mediation instead of fights; more women aspire for leadership positions as compared to before the project when women had to be forced to take up leadership; women are more confident in public speaking; and there is better accountability from market leaders for funds donated to vendors e.g., by local politicians.

### Achievement of Outcome 2

*Measurement Indicator: 70% of supported market women agencies demonstrating increased engagement and influence with decision makers (local government, MPs, parliamentary committee) handling reforms*

Out of the 18 market women agencies that the project supported<sup>1</sup>, 15 (83.3%) were found to have at least one member who demonstrated increased engagement and influence with decision makers, indicating that the project achieved its target for this outcome.

Both vendors and local government respondents reported a significant improvement in the relationship between the market vendors and local government leadership. This relationship was very adversarial prior to the project start, and in some areas like Lira this sometimes descended into vendors holding demonstrations at government offices and officials were afraid of going into the market. The relationship is now more cordial and there have been frequent instances of local government officials attending market meetings to discuss issues. This change is because vendors now know how to package issues and present them to their leaders in a peaceful manner. Some examples of changes that were achieved through improved engagement include: relocation of the abattoir in Namwiwa market, which had made the market unsanitary; reduction of market dues in Kaliro Main market e.g. from 60,000 UGX to 15,000 UGX per month for health; in Omodo market the market owner built new toilets and separated male and female facilities; while in Lira main market an outstanding electricity bill of 18 million shillings was settled by lobbying the District Woman MP, who settled the bill and services were restored.

### Achievement of Outcome 3

*Measurement Indicator: 400 direct (1200 total) market women with improved business functioning due to linkages with peers or other business influencers (30% of market women)*

69% of female vendors reported an improvement in their businesses due to PLA activities, which was above the project target. This varied by location and whether one had attended the

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<sup>1</sup> The evaluation considered an agency to have been supported if at least one member attended the leadership training.

leadership training. All respondents in Namwiwa market reported an improvement in business practices, while almost all vendors in Kaliro main market (96%) reported business improvement. Conversely, only 50% and 30% of respondents in Lira main market and Omodo market reported an improvement in business functioning, with significant differences between those who attended training and those who did not. In Lira market, 88% of those who attended training reported an improvement compared to only 10% of those who did not attend leadership training.

70% of vendors reported an increase in income due to implementing learnings garnered from this project, which was above the 20% project target. The median increase in business income was 100% (doubling of income) and 43% of vendors reported an increase of more than 100%. This varied by location with 90% and 85% of female vendors in Namwiwa and Kaliro markets respectively reporting increased income, compared to 51% and 54% of female vendors in Lira and Omodo markets. The main reasons cited for the increase in income were better financial management practices which enabled them to monitor their capital and expenditure; business diversification to tap into other product markets; and better customer service practices.

#### Livelihood impact of the project

This evaluation observed evidence of impact on the financial security of the female vendors and increased agency of women in the household.

- Improved financial security mostly due to better access and usage of savings and investment platforms and increased savings from better business practices. Vendors in all markets formed savings groups after engaging with the project, most notable are the Twezimbe and Gemakumwino groups set up by leaders and members respectively of the market associations in Kaliro main market, Omodo Community Market Vendors group, Lira Women Market Vendors association and in Namwiwa individuals set up different savings groups. These groups have enabled vendors develop a culture of saving, provided access to loans when needed, and served as a social support mechanism in difficult times e.g. bereavement.
- Increased agency of women in the household - many respondents reported that in applying the learnings from this project, they are more respected in the home because they contribute to household expenditure, communicate better, are more confident, maintain harmony and better hygiene.

#### Relevance

This evaluation found that the project was relevant to: 1) the needs of market vendors in Lira and Kaliro districts, which included low participation of women in market leadership, lack of confidence of women to take up leadership positions, and poor engagement between market vendors and local government leadership; 2) local and national government priorities for empowerment of women as set out in the Human Capacity Development Program (HCDP) of the National Development Plan III (NDPIII); 3) and well aligned to the work of APT to *empower vulnerable people economically and socially by working with local partners in sub-Saharan*

*Africa*<sup>2</sup>, and PLA which works to promote and protect the rights of vulnerable and marginalized workers in Uganda. The main drawback to relevance was the local government did not identify female market vendors as a special interest group and therefore did not target them for inclusion.

### Effectiveness

Project monitoring reports show that this project succeeded in implementing all planned activities under all outcomes except the final presentation of market vendors' views on the Market Bill to parliamentarians, which was cancelled because the Market Act 2023 was passed earlier than anticipated, rendering this activity irrelevant.

Factors that facilitated the successful completion of planned activities include: a well-designed intervention due to PLA and APT experience in the project locations and intervention area meant that the right mix of stakeholders were engaged in the project; selection of trainers who could communicate with and inspire the vendors and provide relevant examples; quarterly progress planning and reporting allowed frequent review of the strategy to keep the project on-course; information exchange between the project sites allowing shared learning; frequent follow up of market vendors when they made commitments; and the good reputation of PLA in the implementation areas ensures that they continue to receive positive engagement from the market vendors and local government officials.

Some implementation challenges faced by the project include: resource constraints therefore each project site had only one officer designated for implementation, which was a risk in case this officer was not able to work and a challenge especially with community events; managing vendor expectations as many vendors expected that the project would be doling out money, requiring project officers to engage in repeated dialogue, especially earlier on in implementation, to maintain vendor engagement; disorganized market structure especially in Omodo market where the project team had to first set up the leadership structure before they could implement activities; and the passing of the Market Act 2023 earlier than anticipated resulting in the cancellation of vendors' presentation of their views to politicians, which affected morale of the vendors.

### Sustainability

#### Continued increase in leadership capacity

This project has created a seed of female leaders who have overcome the norms and beliefs that prevented them from taking up leadership, and at a minimum, these will provide an example to other female vendors on leadership. We found that the leaders did indeed communicate their learnings to other vendors through meetings immediately after the training, as was required, and continue to share this information. At best, we can expect them to continue training fellow vendors on democratic leadership. We also found that only a small proportion of vendors are

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<sup>2</sup> Aims derived from APT Strategic Plan 2020-2021 and beyond. URL: <https://aptuk.org.uk/wp-content/uploads/sites/4/2020/11/Strategy-2020-2021-web.pdf>. Accessed 8<sup>th</sup> January 2024.

ready to support women to take up leadership positions, indicating that there is still some work to be done here.

#### Continued engagement of female vendors to influence decision making

The project brokered a working relationship between market vendors and local government leaders and all stakeholders involved reported a positive expectation that this relationship will continue, and women leaders in Namwiwa and Kaliro reported that they have gone through the process of building consensus around an issue and presenting it to the local government without involvement of PLA.

The main sustainability challenge in this area is that there is some evidence that the presence of PLA was a strong motivator for action. For example, the market administration reported that they get better meeting attendance when PLA is involved than when it is not; respondents also reported that local government leaders need to be facilitated to attend market meetings, which the project was providing; additionally, some respondents felt that government officials responded to their calls because they did not want to disappoint PLA.

It is therefore evident that the female vendors now have the knowledge and capacity to influence decision makers and local government officials are receptive and ready to engage in dialogue with the market community. What is not completely clear is whether the market community and local government will continue to engage without the motivation provided by PLA.

#### Continued diversification of income and economic empowerment

The project sustainability strategy in this area was to train a core group of leaders in business skills, who can pass this information to other vendors; and provide peer to peer mentorship through which community members can learn important technical skills from one another.

This evaluation found that many women applied the lessons learned from these peer-to-peer sessions and are now engaged in enterprises like liquid soap and baking. Others have used the information gained to improve their businesses and start up new ones. Furthermore, respondents reported that they continue to pass on these skills to other vendors and in Namwiwa, a group of women have set up a training centre through which they hope to continue training other women.

It is evident that female vendors will continue to reap the benefits provided by the project in this outcome area, most likely because the motivation is intrinsic and continued engagement in acquiring business knowledge is immediately beneficial to the women at an individual and group level.

## **Recommendations and Lessons Learned**

1. The lessons learnt described below highlight key measures that similar projects in the future should adopt for increased success:



- Involvement of men in the project – at the project start, this project only targeted women, which created suspicion from men in the market and the home, who sometimes stopped women from attending. Involving men in the training not only allayed these suspicions, but also kept the women accountable to their commitments.
  - Procure services from trainees - at the start of the project, the strategy was to purchase items like refreshments from vendors around the market, however the project team realized that some of the trainees also provided these services and decided to buy from them. This increased the vendor’s motivation to engage with the project.
  - Foster relationships with local government leaders – the initial plan was to engage local government leaders via email and phone, but due to their importance to the project outcomes and the nature of their relationship with market administration, the project officers opted to have physical meetings with these leaders. This enhanced the quality of their engagement and allowed them to allay some fears that this project was a political intervention due to the name of the project.
  - Manage expectations early on – at the start of the project, most market vendors expected that this project was there to give out money. The project officers engaged in dialogue with the leaders to communicate to them the benefits of the project and manage vendors’ expectations.
  - Follow up after meetings and trainings – during meetings, vendors made commitments on actions they would take, and the project officers followed up with the vendors to ensure they took necessary actions. According to vendors, these follow-up calls motivated them to action their commitments.
  - Encourage cross-learning between the two project areas. Both project officers reported that these visits and discussions were beneficial.
  - Where possible arrange for external visitors – the project in Namwiwa received visitors from APT and the Belgian Embassy during the project, and according to vendors, this increased their self-esteem as it showed that they were important enough for someone to come from far.
2. The project aimed to include the same number of vendors from each market in the core activity, which was the leadership training. Because the markets vary by size, we propose that the number selected is proportional to the market size. For example, the estimated population of Lira market is ten times that of other markets and would therefore require a proportionate implementation effort if all indirect beneficiaries are to be reached.
  3. From this evaluation, it is evident that the female vendors still need additional skills or refresher lessons in leadership and business development. To increase the likelihood of knowledge transfer after completion, future projects should consider exposing authorities that engage often with vendors such as health officials, local council officers and other local government officials to this knowledge so they can hold the vendors accountable or educate them whenever they meet.
  4. We propose the following recommendations to strengthen the monitoring and evaluation of the project:
    - Collect baseline data to enable accurate interpretation of findings during the endline survey. For example, we found that only 35% of female vendors were ready to support

another woman in leadership. Without baseline data we do not know whether this highlights an area for improvement (it was expected to be more) or it highlights a big improvement from when the project began (anecdotal evidence suggests that at the project start, women were not supportive of each other at all)

- The outcome indicators for this project contain terms which are ambiguous such as ‘knowledge, skills and values in democratic leadership’. The project should develop working definitions of these terms with clear guidelines on the questions to be asked to measure the indicator. This ensures that comparable data is collected during all monitoring and evaluation exercises.
- When training is an integral part of an intervention, the Kirkpatrick Model is often used to contextualize results. This model defines four measurement points: 1) participant’s reaction to the training; 2) Learning from the training; 3) Behaviour Change and 4) Impact. The M&E plan was designed to collect data at point 3 and 4, missing out the participant’s reaction to the training, which determines whether training conditions were conducive for learning, and Learning from the training, which determines what information has been understood and what has not been understood. Both these measures are usually factored into the training plan.
- This evaluation highlighted some areas that could benefit from further exploration. For example, 1) why are most female vendors not yet ready to support a fellow female for a leadership position? 2) Vendors perceptions of conflict resolution showed a mixed picture – in Lira markets, the trained leaders report better conflict resolution but this is not reflected by vendors who did not attend training. Conversely in Kaliro, those who did not attend the leadership training report better conflict resolution in the market than those who attended leadership training.

# 1 SECTION ONE: INTRODUCTION

This report presents the findings of the final evaluation of the Civic and Political Participation of Women Market Vendors project, which was carried out by Platform for Labour Action (PLA) and Action on Poverty (APT) with funding from the Belgian Ministry of Development Cooperation between February 2022 and January 2024. The report is divided into four major sections: an introduction that provides context for the evaluation, an approach and methodology section that describes how data was collected for this evaluation, a findings section that describes the project's relevance, effectiveness, efficiency, impact, and sustainability, and a conclusions section that highlights key lessons and recommendations.

## 1.1 Organizational Background

APT is a UK-based non-governmental organisation (NGO) that was founded in 1984 to assist people in Africa in developing sustainable livelihoods. For over 35 years, APT has helped people achieve their own sustainable development by providing them with access to critical skills and resources they need to earn a living and address the root causes of poverty, empowering them to be changemakers in their communities and countries, resulting in equality for all.

PLA is a Ugandan non-governmental organisation that was created in 2000 to advocate for the rights of low-income and marginalised workers. It is also a recognised legal aid provider and a member of the Uganda Social Protection Platform's Steering Committee, among other institutional roles.

## 1.2 Project Background:

The project began in February 2022 and is expected to be completed by end of January 2024 with an overall budget of €249,970.

The project seeks to increase civic and political participation among female market vendors in the Ugandan districts of Kaliro and Lira. Promoting transformative, active leadership and participation of market women in the administration and management of markets in specific locations helps to realise women's rights and long-term economic and social empowerment, including reduced financial and physical violence. The project's particular goals are to empower market women via transformative leadership skills, to increase their ability to actively influence decision making at national, district, and local levels, and to promote economic empowerment and resilience through diverse income.

The following three outcome areas and related activities are combined to achieve the stated goal:

- **Outcome 1:** Market women empowered through transformative leadership skills and civic participation.
- **Outcome 2:** Market women's agency active and meaningfully influencing decision-making at national, district and local levels.

- **Outcome 3:** Increased economic empowerment and resilience of women market vendors in selected markets.

The project was implemented in 4 markets – Lira Main Market and Omodo market in Lira district, and Kaliro Main market and Namwiwa market in Kaliro district.

### 1.3 Purpose of Evaluation:

The evaluation was aimed at providing an opportunity to assess how well the project has met its outcomes, indicators and targets; identifying key factors that have enhanced and/or inhibited this, and whether and how the project adapted to this; assess overall performance in terms of relevance, coherence, effectiveness, efficiency and sustainability; and to identify key learning and recommendations for PLA and APT that may have a wider application for other projects.

### 1.4 Specific Objectives:

The specific evaluation objectives were to:

1. Evaluate the impact of the project to date on market vendors and their families and on duty bearers (local, district and national government)
2. Assess the success of the project in meeting its outcomes, expected results and indicators (including any unintended outcomes – positive or negative)

## 2 SECTION TWO: APPROACH AND METHODOLOGY

This evaluation was designed as a cross-sectional post-test research study. The evaluation team used qualitative and quantitative methodologies, including a quantitative survey, focus group discussions, key informant interviews, and document review.

### 2.1 Sample Selection and Size

#### 2.1.1 Quantitative Sample

The main beneficiaries of the project were female market vendors and therefore the target population for this evaluation. The evaluation team employed a stratified random sampling technique to select respondents with strata defined by market, and whether one attended the leadership training course. For purposes of this evaluation, trainee participants were designated as ‘Direct Beneficiaries’, and all other vendors were designated ‘Indirect Beneficiaries’<sup>3</sup>. Table 1 below shows the planned vs actual sample sizes

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<sup>3</sup> The intervention included community meetings held at the markets, and radio programs, therefore it is not possible to identify true indirect beneficiaries, as it is expected that most vendors in the market had the opportunity to receive the key messages. However, the vendors who attended the leadership training had the most intensive experience with the project and were involved in almost all activities. The evaluation therefore designates them as ‘Direct Beneficiaries’ to establish whether the project outcomes are observed differently among them.

| Market Name        | No. of female vendors | No. of female vendors trained | No. of Planned Beneficiaries |           | No. of Actual Beneficiaries |           |
|--------------------|-----------------------|-------------------------------|------------------------------|-----------|-----------------------------|-----------|
|                    |                       |                               | Direct                       | Indirect  | Direct                      | Indirect  |
| Lira Main market   | 2240 <sup>4</sup>     | 37                            | 20                           | 20        | 17                          | 28        |
| Omodo market       | 160 <sup>2</sup>      | 27                            | 15                           | 20        | 15                          | 20        |
| Kaliro Main market | 146 <sup>5</sup>      | 53                            | 11                           | 10        | 13                          | 7         |
| Namwiwa market     | 168 <sup>3</sup>      | 17                            | 10                           | 10        | 5                           | 14        |
| <b>Total</b>       | <b>2,714</b>          | <b>134</b>                    | <b>56</b>                    | <b>60</b> | <b>50</b>                   | <b>69</b> |

The evaluators used different methods to determine the number of female vendors in Kaliro and Lira markets. In Kaliro, the project team provided a list of 383 market vendors organized by market agency. Of these 146 were female vendors in Kaliro main market and 168 were female vendors in Namwiwa market. For Kaliro, there was no listing available therefore the market leaders provided an estimate of 2800 vendors in Lira Main market and 200 in Omodo market with women constituting 80% of the vendors.

The final sample included 119 respondents, yielding a response rate of 97%, well within the anticipated non-response rate of 10%. During analysis, the evaluation team applied sample weights to ensure that the sample distribution matched the real population distribution.

### 2.1.2 Qualitative Sample

The evaluation team drew a purposive sample of stakeholders from key entities engaged in the project including:

- 32 female direct beneficiaries, who attended four focus group discussions
- 3 male direct beneficiaries
- 4 market leaders
- 4 local government leaders
- 4 female vendor case studies

## 2.2 Data Collection Process

A team of 9 quantitative interviewers, 2 qualitative interviewers, and 2 note-takers collected data across four days, from 19th to 22nd of December 2023. Data collection began with a one-day training session during which interviewers learned about the evaluation purpose, the meanings of the questions, and the project's stakeholders. Data was gathered utilising Computer Assisted Personal Interview (CAPI) tablets via the CSPro platform.

<sup>4</sup> Estimate obtained from local leader

<sup>5</sup> Number obtained from listing provided by PLA

## 2.3 Limitations of the Methodology

1. No pretest data on the status of outcome indicators. This made it difficult to accurately determine whether quantitative statistics represent an improvement in status or a maintenance of status quo.
2. Sampling limitations – a few factors affected the random selection of respondents from markets including short time frame for data collection meant that any selected respondents who were not available during that period were replaced; failure to contact some respondents because the phone numbers were off; no sampling frame for Lira and Omodo markets, therefore indirect beneficiaries were selected through physical sampling.

## 3 SECTION THREE: FINDINGS

### 3.1 Respondent Descriptions

Table 1: Description of respondents

| Attribute                    | Lira Main Market |       | Omodo Market |       | Kaliro Main Market |       | Namwiwa Market |       | Total |       |
|------------------------------|------------------|-------|--------------|-------|--------------------|-------|----------------|-------|-------|-------|
|                              | n                | %     | n            | %     | n                  | %     | n              | %     | n     | %     |
| Attended Leadership training |                  |       |              |       |                    |       |                |       |       |       |
| Yes                          | 17               | 37.8% | 15           | 42.9% | 13                 | 65.0% | 5              | 26.3% | 50    | 42.0% |
| No                           | 28               | 62.2% | 20           | 57.1% | 7                  | 35.0% | 14             | 73.7% | 69    | 58.0% |
| Age Group                    |                  |       |              |       |                    |       |                |       |       |       |
| 18-29                        | 7                | 15.6% | 10           | 28.6% | 3                  | 15.0% | 1              | 5.3%  | 21    | 17.7% |
| 30-49                        | 22               | 48.9% | 21           | 60.0% | 13                 | 65.0% | 13             | 68.4% | 69    | 58.0% |
| 50+                          | 14               | 31.1% | 4            | 11.4% | 4                  | 20.0% | 5              | 26.3% | 27    | 22.7% |
| Have a Disability            |                  |       |              |       |                    |       |                |       |       |       |
| Yes                          | 4                | 8.9%  | 4            | 11.4% | 3                  | 15.0% | 4              | 21.1% | 15    | 12.6% |
| No                           | 41               | 91.1% | 30           | 85.7% | 17                 | 85.0% | 15             | 79.0% | 103   | 86.6% |
|                              |                  |       |              |       |                    |       |                |       |       |       |
| Respondents                  | 45               | 100   | 35           | 100   | 20                 | 100   | 19             | 100   | 119   | 100   |

Most beneficiaries were from Lira Main market followed by Omodo market, with 42% overall having participated in the training. Most respondents are aged 30-49 years and did not have a disability. Out of 15 respondents with a disability, 10 reported physical impairments, 4 reported visual impairments and 1 reported a hearing disability.

## 3.2 Presentation of Achieved Results:

### 3.2.1 Outcome 1: Market women empowered through transformative leadership skills and civic participation.

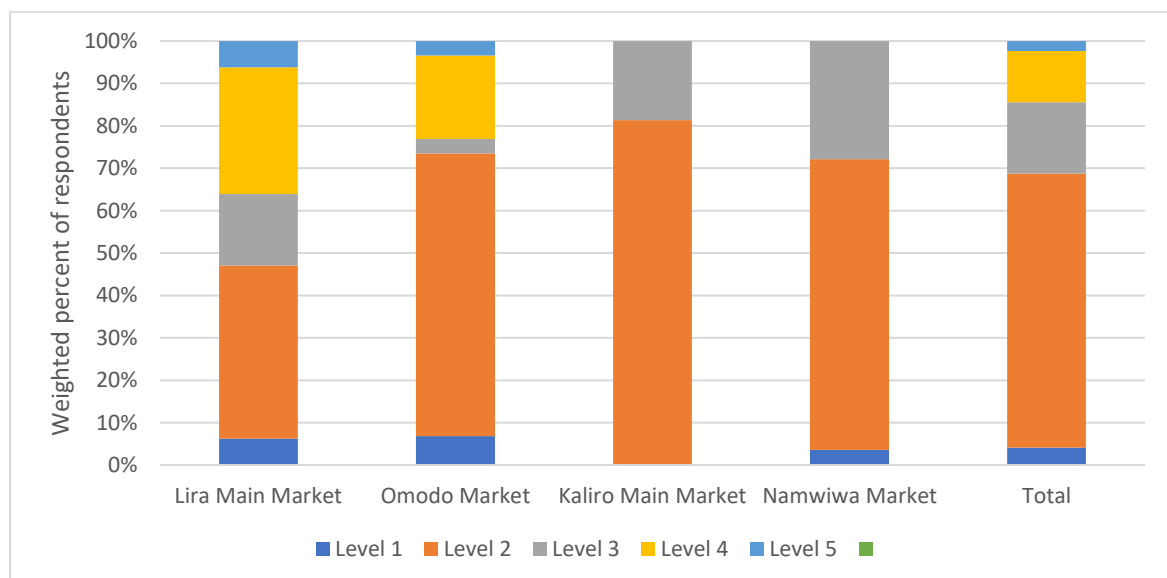
Through this outcome, the project encouraged women to rethink their gender-based perceptions of leadership; collective problem-solving approaches to promote women's strength and common understanding of what they want to change; and how to address power, leadership, and values to achieve economic development.

**Measurement Indicator: 70% of market women with improved knowledge, skills, and values in democratic leadership.**

To measure this indicator, we asked respondents 9 knowledge and skill based questions related to democratic leadership, and respondents gave their knowledge competence level according to a 5-level scale response: Level 1 - I have been trained to do this; Level 2 - I can do this with help from someone else; Level 3 – I can do this on my own; Level 4 – I can do this on my own and teach someone else how to do this; and Level 5 – I have done this or led my fellow vendors to this. To consider one knowledgeable in democratic leadership, they need to report an average score with at least Level 2 competency. See table 5 in Appendix F for the list of questions asked.

As shown in Figure 1, 68.8% (95% CI[58.5,76.2]) of female vendors reported a knowledge competency of Level 2 (I can do this with help from someone else), indicating that the project achieved its 70% target for knowledge on democratic leadership. This varied by market, with Lira main market trailing behind the other markets with only 47.1% compared to 73.5% in Omodo market, 81.3% in Kaliro main market and 72.1% in Namwiwa market.

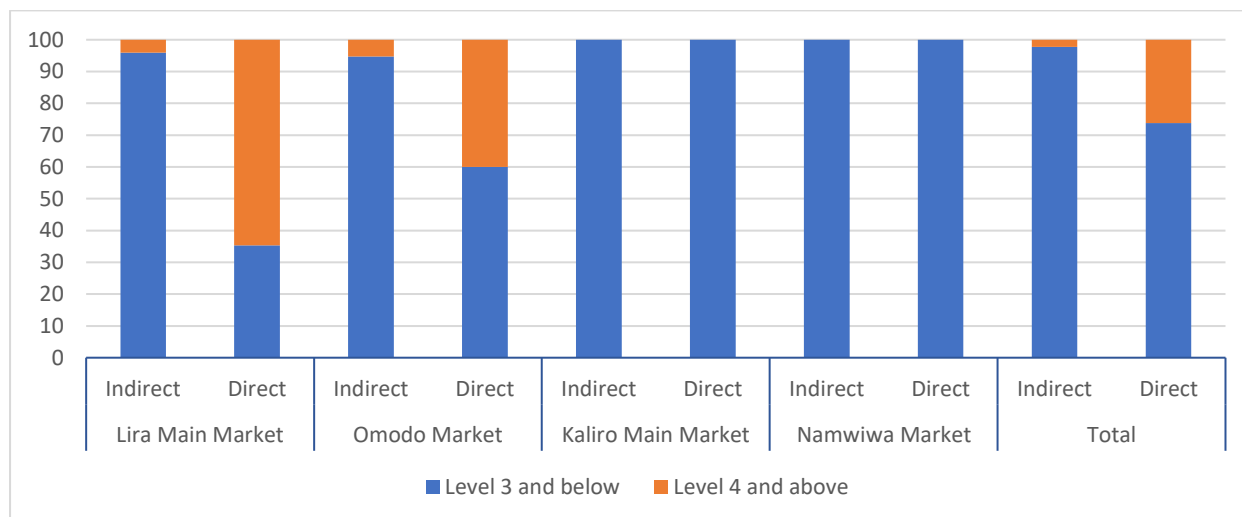
Figure 1: Distribution of female vendors in markets by level of knowledge competency



Looking at those with an average score with Level 4 and 5 competencies, we could determine the readiness of female vendors to pass on this knowledge. As shown in Figure 2, in Lira and

Omodo market, more respondents who had attended training were ready to train others (64.7% and 40%) than those who had not attended training (4% and 5.3% respectively). This pattern does not continue with respondents from Kaliro and Namwiwa markets, where none of the respondents reported competency of Level 4 and above (I can do this on my own and teach someone else how to do this)

Figure 2: Distribution of respondents with knowledge level 4 and above, by market



### 3.2.2 Outcome 2: Market women’s agency active and meaningfully influencing decision-making at national, district and local levels

Through this outcome, the project aims for market women's agencies to actively inform, participate in, and influence gender-sensitive legislation, regulations, and rules for administration and management of designated markets, in addition to demanding enhanced service delivery for women's economic development.

**Measurement Indicator: 70% of supported market women agencies demonstrating increased engagement and influence with decision makers (local government, MPs, parliamentary committee) handling reforms**

To measure this indicator, respondents were asked four questions about participation in different decision-making forums:

- Attending a meeting to discuss the legal framework on market administration
- Attending a meeting to discuss their views on legal reforms on market administration
- Attending a meeting to develop a proposal on issues affecting market women
- Submitted a proposal to local government/ or the member of parliament (MP)

One was considered to have engaged in decision making if they attended at least one of these meetings, and each market agency was assessed to ensure that they had at least one person who reports that they have engaged in a decision-making process. 83.3% of market women agencies



reported at least one person who had engaged in decision making, therefore exceeding the expected outcome.

*Table 2: Vendor participation in decision making forums by market*

| Market   | % of female vendors who have engaged in at least one forum |
|--|--|
| <b>LIRA MAIN MARKET</b>                        |  |
| Fresh Fish Dealers                             | 100.0  |
| Crafts 90 (Taka Taka)                          | 51.3   |
| Fresh Food                                     | 17.2   |
| Kitchen Wares/ Utensils                        | 62.2   |
| Kitchen And Restaurants                        | 19.9   |
| Tailors And Textile                            | 0  |
| General Merchandise                            | 38.4   |
| Vegetables                                     | 10.8   |
| Lango Fish Farmers                             | 0  |
| <b>OMODO</b>                                   |  |
| Taka Taka                                      | 44.2   |
| Restaurant                                     | 0  |
| Vegetable                                      | 54.3   |
| Smoked Fish                                    | 17.4   |
| <b>KALIRO MAIN MARKET</b>                      |  |
| Buyunga Traders Development Association        | 72.3   |
| Kaliro Central Market Fish Traders Association | 100  |
| Oyiiize Mpola                                  | 100  |
| Basooka Kwavula                                | 22.1   |
| <b>NAMWIWA MARKET</b>                          |  |
| Namwiwa Main Market Vendors                    | 65.7   |

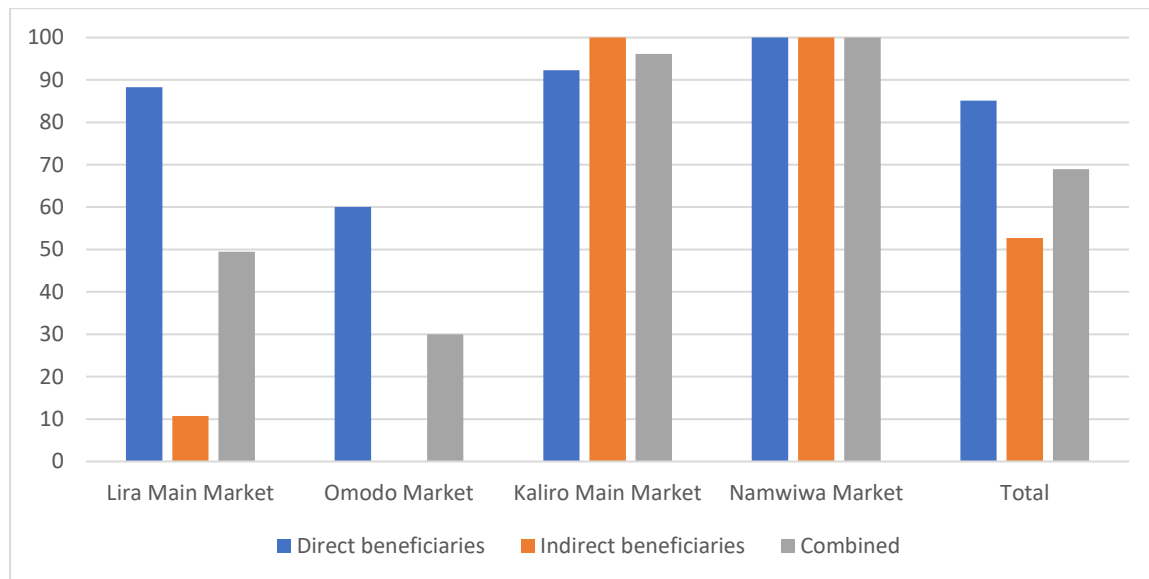
### **3.2.3 Outcome 3: Increased economic empowerment and resilience of women market vendors in selected markets.**

Through this outcome, the project aimed to ensure that market women are assisted in identifying chances to diversify and develop their earnings based on their needs, including new market prospects, by building on increasing capability of their groups and associations.

**Measurement Indicator: 400 direct (1200 total) market women with improved business functioning due to linkages with peers or other business influencers**

To measure this indicator, respondents were asked to report on whether their businesses had improved because of PLA activity, with a target of 30% of all vendors.

Figure 3: Proportion of respondents whose business practices have improved due to PLA.



69% of female vendors reported an improvement in their businesses due to PLA activities, which was above the project target. This varied by location and whether one had attended the leadership training. As shown in Figure 3 all respondents in Namwiwa reported an improvement in business practices, while almost all vendors in Kaliro reported an improvement. Conversely, only 50% and 30% of respondents in Lira and Omodo reported an improvement in business functioning, with significant differences between those who attended training and those who did not. In Lira market, 88% of those who attended training reported an improvement compared to only 10% of those who did not attend leadership training.

### 3.3 Discussions:

#### 3.3.1 Relevance:

Typically, an intervention is deemed relevant if its intended outcomes are also highlighted as a priority for the community in which it is implemented through different policies and action plans. In this evaluation, we found that this project’s goal – empowerment of women market vendors– was relevant to national priorities on gender and social protection though the local government did not prioritize market women vendors for communication on government actions before this project began. The project is also in line with the work of PLA and APT in Uganda. Looking at the status of women vendors prior to the project start, it is evident that there was a strong need for activities to increase the knowledge and capacity of women vendors in leadership and participating in decision making.

### 3.3.1.1 Relevance to market communities in Lira and Kaliro

Before this project began, there were few women engaged in leadership in all markets, and market administration rarely engaged, in a positive manner, with local government leadership. As described by respondents:

- There were few women in leadership despite women constituting most of market vendors in all markets targeted by the project. According to respondents, the few women who were in leadership was because they had been appointed by men, often with a lot of resistance from the appointed women. In Lira, two positions were characteristically reserved for a woman –female advisor and female defence officer as designated by the market administration. In Kaliro it was treasurer because women are considered more scrupulous when it comes to handling money; and secretary because women are considered more organized.
- Women did not feel the necessity or desire to take up leadership positions because:
  - They were afraid of taking on the responsibility of leadership, a role which culturally is ascribed to males, and women believed they lacked the requisite skills
  - They were afraid to stand out from the crowd as they would be perceived to be better than others and therefore make them a target for abuse by other women.
  - They felt that they would not be supported by their husbands to take up leadership as this would change the balance of authority in the household. As stated by one female vendor in Omodo *“The men were not allowing us to take up leadership roles, and every time a woman would try to take up a leadership role, the man would refuse because he thought that if a woman became a leader, she would not respect him anymore. Also some men thought if women became leaders, the women would progress very fast and leave them behind.”*
  - The process to take up a leadership position was competitive with each candidate having to campaign against other contestants. Many women reported that they did not have the confidence to engage in this campaign process.
- The Markets Bill 2021 designates two positions for women in management of markets - the women’s representative on the market committee and as co-lead of sectors/departments. The Markets Act 2023 only retained the latter designation.
- Women vendors rarely engaged with local government leadership and when it happened it was in a negative manner. Respondents reported that they engaged local government leaders by hurling abuse at them wherever they saw them e.g. at a funeral or other gathering. Respondents in Lira describe an incident before the project began when vendors disagreed with the city council and held a demonstration at city council premises. This created an adversarial relationship between city council and market vendors.
- Further to the issue above, even when vendors attempted to engage with local government or market owners, they struggled to secure audience with them, and when they did, issues raised were rarely acted on e.g. service provision like garbage collection in Lira Main market, security lights in Kaliro and others, which remained unresolved for a long time before this project began.

### 3.3.1.2 Relevance to Local and National government priorities in Uganda

At a national level, this project's outcomes are aligned with the Gender and Social protection sub-programme of the Human Capital Development Program (HCDP) of the National Development Plan III (NDP III). The HCDP contributes to Objective four of the NDPIII, which is "To enhance the productivity and social wellbeing of the population".

These are addressed in two interventions in the Programme Implementation Action Plan (PIAP) for HCDP<sup>6</sup>:

- Expand livelihood support, public works, and labour market programs to promote green and resilient growth – through which the government aims to 1) Support women groups engaged in different enterprises, and 2) Train & monitor different women groups
- Promote Women's economic empowerment, leadership and participation in decision making through investment in entrepreneurship programs, business centres – through which the government aims to promote women representation at various structures; train and empower women in leadership; develop and implement a communication strategy for women participation in decision making; profile women owned businesses; and train women in business management

These activities are transferred to local government level through government programmes such as the Uganda Women Entrepreneurship Program (UWEP), the Presidential Initiative on Wealth and Job creation (Emyooga), however, according to local government respondents, women vendors in markets are not a category that is specifically targeted for communication on the availability of such government programs. As a result of this, only a few vendors are aware of these programmes, which they hear of through other community forums, and even when they know of them, they do not have full information and assume that they are not eligible.

### 3.3.1.3 Relevance to PLA and APT

The outcomes and implementation strategies of this project are well aligned with the strategic priorities of APT and PLA, which are very evident in the design and implementation of this project.

APT has over the last 35 years, worked to address barriers to safe and lasting work in Uganda and other African countries. This project is well aligned to the first aim of APT *to empower vulnerable people economically and socially by working with local partners in sub-Saharan Africa*<sup>7</sup>. APT's Sustainable Livelihoods approach strives to understand the constraints to people's livelihoods to help them develop strategies to tackle these, in line with their own livelihood goals. This approach was evident in the design of this project, which began with needs assessment studies to understand female market vendor's empowerment and business development needs.

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<sup>6</sup> Uganda Ministry of Finance, UNICEF. A Handbook for Implementation Of NDPIII Gender And Equity Commitments <https://www.finance.go.ug/publications/handbooks>. Accessed 8<sup>th</sup> January 2024

<sup>7</sup> Aims derived from APT Strategic Plan 2020-2021 and beyond. URL: <https://aptuk.org.uk/wp-content/uploads/sites/4/2020/11/Strategy-2020-2021-web.pdf>. Accessed 8<sup>th</sup> January 2024.

Since 2000, PLA has been working in Uganda to promote and protect the rights of vulnerable and marginalized workers in Uganda and has done extensive work in Central Region, Eastern region (including Kaliro district), and Northern region (including Lira district) with women, youth, informal sector workers, and children in exploitative forms of work. This project is well aligned with its programme portfolio of Human Rights and Accountability, and Research and knowledge management.

### **3.3.2 Effectiveness:**

#### *3.3.2.1 Status of completion of activities*

Project monitoring reports show that this project succeeded in implementing all planned activities under all outcomes except the final presentation of market vendors' views on the Market Bill to parliamentarians, which was cancelled because the Market Act 2023 was passed earlier than anticipated, rendering this activity irrelevant. According to respondents, key strategies that enabled the project to complete all activities include:

1. A well-designed intervention – Previous work of PLA in Lira and Kaliro enabled them to have a good contextual understanding of changes needed to achieve the desired outcomes. This, coupled with the strategy to conduct research studies to better understand community needs, ensured that activities were highly relevant to community needs and therefore positively influenced change.
2. Selected trainers resonated with market vendors – according to respondents, the training content and examples given made them realize that these leadership and economic changes were achievable to someone of their social stature. This encouraged them to implement what they had learnt during training.
3. Provision of transport refunds or allowances to training participants – according to respondents, availability of a transport refund was a strong motivator for all stakeholders to attend events.
4. Quarterly progress planning and reporting – the process of writing up progress reports ensured that implementation teams took time to review their work and reflect on any course correction needed.
5. Information exchange between Lira and Kaliro – both project officers reported that they frequently consulted each other when faced with a challenge and the exchange visits helped them learn and improve their implementation strategies.
6. Support from other PLA projects – due to resource constraints this project faced, the project officers leveraged resources from the PLA office, where they could, to ensure project implementation continued e.g. shared use of laptops and vehicles.
7. Frequent follow up of market vendors especially with activities related to influencing decision making. According to vendors, the awareness that the project officer was going to check up on whether they had actioned their commitments motivated them to act especially at the beginning when they were not yet comfortable in their leadership roles.
8. Reputation of PLA – At the project start, there was concern by market administration and local government that PLA had a political agenda, but this was quickly allayed, and PLA is highly respected in both locations. The market administration reported that they get

much higher attendance of meetings, and better response from local government officials when PLA is involved.

### *3.3.2.2 Implementation challenges*

The implementation teams faced the following challenges in implementing this project:

1. Resource constraints – this affected the team in two ways: 1) each project site had only one officer designated for implementation. This was both a risk to the project as implementation would have to stop if they were unable to work, and strenuous to the team especially when they had community events and the same person is responsible for setting up, facilitating, and managing other logistics. 2) Project officers had to borrow laptops with other PLA staff -this affected their ability to prepare reports and other documentation on time.
2. Delayed disbursements for activities – this affected activity planning and resulted in postponed activities, which was a challenge because it took a lot of mobilization effort to select dates when required vendors are all available to attend an event.
3. Managing vendor expectations – Many vendors expected financial compensation from the project, requiring the project officers to engage in repeated dialogue with vendors, especially at the project start, to assure them that this project was beneficial to them even though it was not offering significant financial compensation.
4. Disorganized market structure – this was especially challenging in Omodo market, which is a privately owned market and had no leadership structure in place when the project began. The project team had to first set up a leadership structure before they could start implementation activities.
5. Managing the number of participants – as the project gained popularity, the number of participants at market meetings kept growing. In some instances, the team expected and planned for 100 attendees, and almost double that number attended.
6. The passing of the Market Act 2023 – this act was passed by parliament earlier than anticipated resulting in the cancellation of vendors' presentation of their views to politicians. This affected morale as vendors were looking forward to this opportunity that they had never experienced.
7. Time allocated for mentoring sessions – these typically involved a vendor or individual with technical knowledge teaching vendors a new skill e.g. baking. Because of the bulk of knowledge to be shared and the immense interest of the vendors, the time allocated for these sessions was often not enough as there was a lot of information to go through and very many vendors attended. As a result, some of these sessions ended after sunset, which was inconvenient for all stakeholders involved.

### **3.3.3 Efficiency**

To determine efficiency of implementation, the evaluation team assessed the extent to which the designated inputs were sufficient to produce the desired outputs, as well as measures to ensure that funds were expended judiciously.

### *3.3.3.1 Sufficiency of inputs*

According to respondents, the project faced financial constraints that necessitated cost cutting measures to ensure all planned activities were implemented including:

- Only one officer employed to run the project in each district, which was reportedly strenuous for the officers. Some strategies that they used to ease the workload included leveraging human resources from other projects, for example in Lira the project officer received support from the PLA teams to start up the project, while in Kaliro the project officer temporarily engaged a field assistant for additional support especially during field events.
- Sharing resources such as computers from other PLA officers during the project period. This particularly inconvenienced the team when writing reports and made it difficult to maintain a repository of project related documents.

Time was another resource that was constrained during the project period and respondents felt that two years of implementation was not sufficient to realize and affirm the desired change in the community

Overall, respondents anecdotally estimated that financial resources were 80% sufficient; time allocated was 75% sufficient; and human resources were 75% sufficient to deliver all planned activities. However the project did succeed in implementing all planned activities with the financial, human, and time resources available.

### *3.3.3.2 Expenditure management*

The evaluation team established that the project implemented several practices, which are aligned to good financial management to ensure that resources were well expended including:

- Centrally managed procurement by the PLA office ensuring that vendors are adequately vetted for price effectiveness
- Obtaining multiple quotations from vendors – for items procured by the project team in the field, they obtained multiple quotations from different vendors to select the best price offer
- Stringent financial accountability with requisite documentation to ensure all expenditure can be tracked

### **3.3.4 Impact trend:**

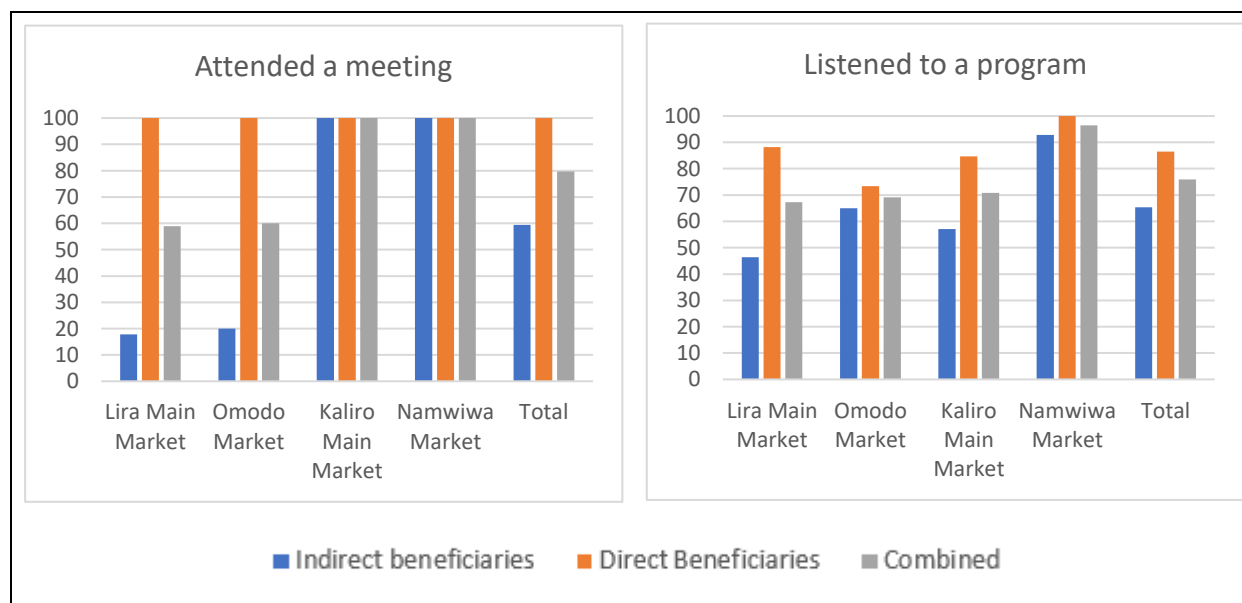
This section provides a narrative on the reach of this project, how the community reacted to it, and the specific behavioural changes that were observed under each outcome. The first two areas – reach and community reaction – are important because we need to ascertain what proportion of targeted beneficiaries actually engaged with the project, and if they did receive the desired information, whether they understood it. These would be the expected precursors to any behaviour change.

### 3.3.4.1 Reach of the project

This section aims to determine what proportion of female vendors in the markets attended or participated in any of the activities implemented by the project. These were broadly categorised into 1) meetings, which included leadership training, peer to peer sessions, and any other congregations of vendors facilitated by the project; and 2) listening to a program via the radio, megaphone or market radio.

Overall, 80% of female vendors reported that they had attended at least one meeting conducted by PLA, and 76% had listened to a program via radio or megaphone on women’s leadership which was organized by PLA. These included transformational leadership training, business skills training, different mentoring sessions e.g. soap making, baking etc. The expectation is that all ‘direct beneficiaries’ would have attended at least one meeting, and this is shown in Figure 4 to be so. What varied by location was the proportion of ‘indirect beneficiaries’ who had attended a PLA meeting. In Kaliro and Namwiwa markets, all ‘indirect beneficiaries’ had attended a PLA meeting, however in Lira and Omodo markets less than one in five vendors had attended a meeting organized by PLA. A possible explanation for this is the relative difficulty in organizing a market meeting in Lira market, which has about ten times the population of markets like Kaliro market and is spread out over a wider area.

Figure 4: Distribution of female vendors who have attended a meeting or listened to a program organized by PLA



### 3.3.4.2 Reaction to the project

To determine whether respondents understood the information provided by PLA, we asked survey respondents to state the extent to which they agreed with the following statements:

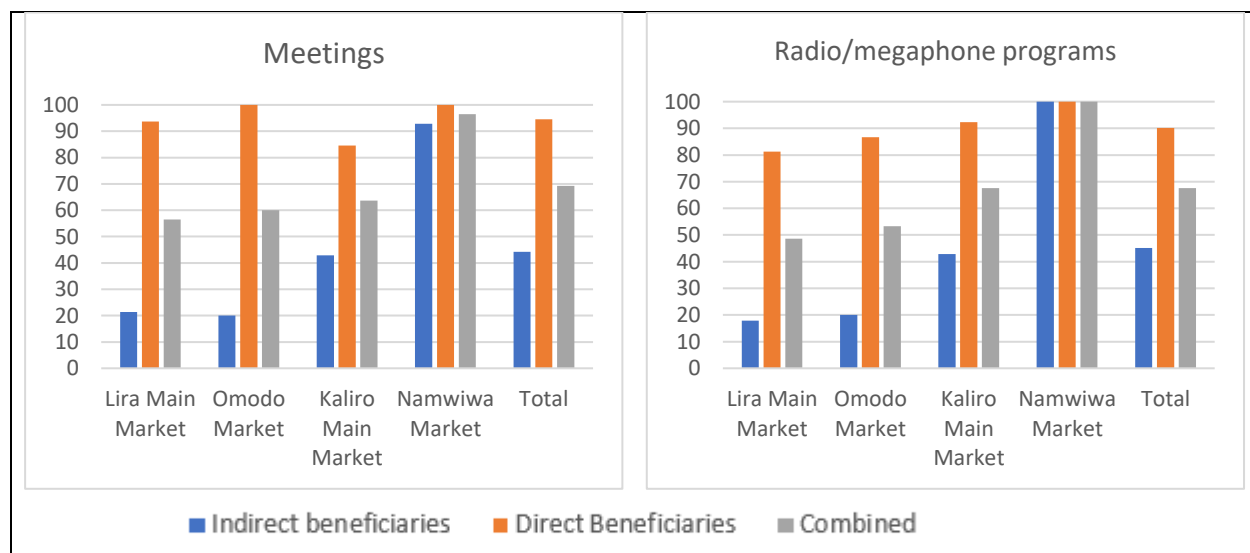
- When I attended the meetings, I was able to understand the issues relating to women and their role in leadership



- When I listened to the shows on the radio/megaphones, I was able to understand the issues relating to women and their role in leadership in the market.

Approximately two out of every three vendors reached by PLA activities reported that they were able to understand the message content in the meetings or radio/megaphone programs. Understandably, this was much higher among direct beneficiaries (9 out of 10 direct beneficiaries) than indirect beneficiaries (less than half of indirect beneficiaries). As shown in Figure 5, there is also variation by location with indirect beneficiaries in Namwiwa market at par with direct beneficiaries. However, for all other markets, a significantly lower proportion of indirect beneficiaries understood the message received than direct beneficiaries.

*Figure 5: Distribution of respondents who understood the information provided through meetings or radio/megaphones*



### 3.3.4.3 Behavioural changes observed due to the project

#### **Changes in leadership capacity**

1. Improved dispute resolution - Most respondents reported a significant improvement in dispute resolution in the markets. Previously, when disputes occurred, they took sides, engaged in bitter shouting matches, or referred the matter to the Local Council (LC) Chairman. Now, disputes are managed through dialogue either among conflicting parties or mediation is sought e.g. in Kaliro through the female advisor and if this fails, disputes are referred to the chairman, although this rarely happens. 60% of survey respondents agreed that they handle disputes better in the market. This varied by whether one had attended the leadership training and location. For example, in markets in Lira, 85% of direct beneficiaries agreed with this compared to only 16% of indirect beneficiaries; while in Kaliro, 57% of direct beneficiaries agreed compared to 82% of indirect beneficiaries.

2. Increased leadership aspirations – Several respondents reported that they now aspire to take up leadership positions within the market and those already in leadership expressed aspirations for higher leadership positions e.g. political leadership outside of the market. As stated by one female vendor in Omodo market *"I am not educated at all and I thought leadership is only for the educated people and so I was not thinking about being a leader at any level ... Even if I am not educated, I am now going to stand for local council leadership because I know I can appoint a secretary to do the writing and reading for me"*  
70% of survey respondents reported that they had taken up leadership positions, varying by location with 88% of female vendors in Kaliro markets, and 52% of female vendors in Lira markets. In Kaliro, this proportion was similar among direct and indirect beneficiaries, while it varied significantly in Lira markets with 90% of direct beneficiaries currently in leadership roles compared to 14% of indirect beneficiaries.  
Conversely, only 35% of female vendors reported that they were ready to support a woman in leadership when required. Vendors in Kaliro markets had similar responses (39% of direct beneficiaries and 29% of indirect beneficiaries), while this varied significantly in Lira markets (69% of direct beneficiaries compared to 2% of indirect beneficiaries).
3. Improved public speaking – Women vendors reported that they were very scared of public speaking and avoided it, however after attending training, they are confident speakers and now speak in market forums and other forums like churches without fear.
4. Better accountability of political donations and other resources – Due to the increase in women in leadership positions, donations made by politicians are better spent. Previously, such donations were often taken by market leaders and not even committee members were aware of how they were spent. Now, expenditure of any money from donations is discussed by market committees and allocated so all vendors benefit.

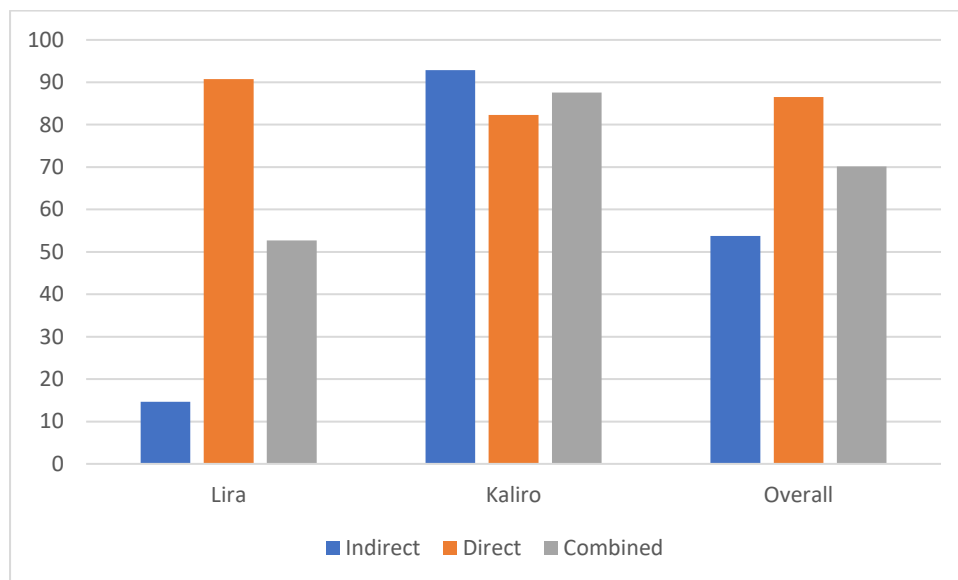
### **Changes in women’s ability to influence decision making at local and national level**

Both vendors and local government respondents reported that their relationship was very adversarial prior to the project start, and in some areas like Lira this sometimes descended into vendor’s demonstrating at government offices and officials were afraid of going into the market. The relationship is now more cordial and there have been frequent instances of local government officials attending market meetings to discuss issues. This change is because vendors now know how to package issues and present them to their leaders in a peaceful manner. Some examples of changes that were achieved through improved engagement include: relocation of the abattoir in Namwiwa market, which had made the market unsanitary; reduction of market dues in Kaliro Main market e.g. from 60,000 UGX to 15,000 UGX per month for health; in Omodo market the market owner built new toilets and separated male and female facilities; while in Lira main market an outstanding electricity bill of 18 million shillings was settled by lobbying the District Woman MP, who settled the bill and services were restored.

### **Changes in diversifying/growing their income**

70% of female vendors reported an increase in their income because of the project, which is above the 20% project target. As shown in Figure 6, this varied in markets in Lira and Kaliro. With markets in Kaliro, 88% of female vendors reported an increase in income and this was similar between direct and indirect beneficiaries. In Lira however, 91% of direct beneficiaries reported an increase in income compared to 15% of indirect beneficiaries.

*Figure 6: Distribution of female vendors who reported an increase in income due to the project*



We asked respondents who reported a change in income about their income prior to and after the PLA project. This data was used to calculate the increase in income ( $\text{Income change} = (\text{Income after} - \text{Income before}) / \text{Income before}$ ). The median increase in income was 100% (doubling of income), with 43% of female vendors reporting that their income has more than doubled. The

percentage change in income ranged from 25% to 2,900% (daily income increased from UGX 1,000 to UGX 30,000)

*Table 3: % change in income for those whose income has increased due to the project*

| Market Name        | number of respondents | Median % change in income | Minimum % change in income | Maximum % change in income | % of female vendors whose income has more than doubled |
|--------------------|-----------------------|---------------------------|----------------------------|----------------------------|--|
| Lira Main Market   | 19                    | 71.43                     | 25.00                      | 455.56                     | 29.9   |
| Omodo Market       | 15                    | 100                       | 42.86                      | 566.67                     | 35.1   |
| Kaliro Main Market | 17                    | 125                       | 66.67                      | 1,900.00                   | 52.9   |
| Namwiwa Market     | 18                    | 100                       | 33.33                      | 2,900.00                   | 46.0   |
| Total              | 69                    | 100                       | 25.00                      | 2,900.00                   | 43.3   |

The main reasons presented for improvement in income included:

- Better financial management practices including better record keeping, better budgeting and planning, and tracking business profitability. As stated by one female vendor in Omodo *“I used to come in the market, sell and go home and come back the next day and do the same, I never kept track of my business income, but I now keep my business records and spend my money after planning well”*
- Diversification of their business either by adopting new products to sell or opening the same business in multiple locations. Some examples include: a vendor in Namwiwa who used to run a stall selling fresh fruits and vegetables and a restaurant selling rice at lunch time, now also serves tea in her restaurant, sells liquid soap locally and in Mbale (where her husband works), and smearing jelly. A vendor in Kaliro market who used to sell fresh foods has now diversified to selling liquid soap and runs a charcoal stall outside the market. A vendor in Omodo stated *“I had knowledge of how to make cakes, but I had never taken it seriously, but that PLA training taught me how to market, brand and improve my cake quality and I am now making money out of the cake business too and in the future, I am going to set up a full bakery here in Omodo”*. A vendor in Lira market was previously only making crafts but was now also selling liquid soap and had started rearing poultry for income.
- Better customer service mostly through better engagement with customers, better presentation of products with improved cleanliness of market stalls, and increased presence at the stalls with some coming in earlier than before. As stated by one vendor in Kaliro *“I didn't know how to talk to my customers and neither did I know it was necessary to treat them as queens and kings since I would bring my family problems at my stall, but currently when I reach my stall, I forget my family problems and mind about the satisfaction of my customers.”*

## Changes in lives of vendors due to economic empowerment

Respondents reported the following changes in their livelihoods due to economic empowerment and increase in their leadership capacity:

- Increased financial security - due to access and usage of savings and investment platforms, or increased savings due to better business practices.

Female market vendors in all markets formed savings groups with varying formats after the leadership training. In Kaliro market two savings groups were set up – Twezimbe constituted of association leaders saves 70,000 UGX per member biweekly; and Gemakumwino constituted of association members saves 35,000 UGX per member. In Namwiwa market, several savings groups were setup by different individuals and some of these produce products like soap and shampoo for sale, in addition to savings. In Lira and Omodo markets, Omodo Community Market Vendors group and Lira Women Market Vendors association respectively were set up through which members save and produce liquid soap for sale.

According to respondents, these groups have been very beneficial and have supported them to:

- Develop a culture of saving, and they were able to use their savings to expand their businesses e.g. buy a boda boda, increase their business capital, buy equipment like plates, tents and chairs which are rented out for events.
  - Provide access to loans
  - Serve as a social protection measure – in Twezimbe and Gemakumwino groups, money is distributed at the recipient’s home, and this is treated as a social visit to get to know the member and his/her family. Because of this, group members are now more socially connected, and they reportedly receive moral and financial support from each other when there is a problem in the home.
- Increased agency of women in the household

Many respondents reported that this project has caused important changes in their households including:

- The homes are cleaner because of access to liquid soap, which they no longer need to buy since they can make it.
- There is more harmony in the homes due to lessons on maintaining peace in the home; women are contributing more to household expenditure, and providing some household items like soap and jelly, which has relieved the burden on men
- Women are more respected in the home because in addition to their improved financial status, they communicate better, and are more confident. Some local leaders even reported a reduction in domestic violence in the homes. As stated by one female vendor in Omodo market *“I used to have a lot of fights and arguments with my husband because I didn't respect him, but PLA taught us how to communicate in our homes and I now tell my husband what time I will get home, show him my business income records and I respect him and we are now living in harmony.”*

### 3.3.5 Sustainability:

This section aims to determine whether the market vendor community will continue to enjoy the benefits provided by this project, after project completion. We present our findings by outcome area.

#### 3.3.5.1 Outcome 1: Continued increase in leadership capacity

The project strategy for continued growth in leadership capacity was to train group leaders who would pass on this information to the market community. According to respondents, the leaders did indeed communicate their learnings through meetings immediately after the training, as was required, and continue to share this information. Our findings however indicate that there is still some work to be done in supporting women to take up leadership positions both from women and men. Below are some statements by vendors who attending the training.

*"We are going to keep training others using the knowledge that we have gotten from PLA on different aspects and we are already doing this through meeting with other vendors" Female vendor, Omodo market*

*"Even if the PLA stops, I will not be selfish with the knowledge that I have gotten but I will keep teaching other especially how to make liquid soap and I am already doing this because each time I am making liquid soap, I invite anyone who wants to learn to come and I teach them." female vendor, Lira main market*

*"I will start up a family savings group and I will ensure that I train my sisters and mother how to lead first in that group so that they can train their neighbours as well" Female vendor, Kaliro main market*

*"I am willing to train any woman that seeks the knowledge although not so many are willing but I will surely train even the ones around me." Female vendor, Namwiwa market*

*"As a man at my level and with my status of wealth, just imagine my wife becomes an MP, how will I be the head of the family, when my wife is an MP?" Male market vendor*

It is evident that the project has created a seed of leaders who have overcome the norms and beliefs that prevented them from taking up leadership, and at a minimum, these will provide an example to other female vendors on leadership. At best, we can expect them to continue training fellow vendors on leadership and supporting them in their leadership journey.

#### 3.3.5.2 Outcome 2: Women's ability to influence decision making

The project brokered a working relationship between market vendors and local government leaders and all stakeholders involved reported a positive expectation that this relationship will continue, and women leaders in Namwiwa and Kaliro reported that they have gone through the process of building consensus around an issue and presenting it to the local government without involvement of PLA.

The main sustainability challenge in this area is that there is some evidence that the presence of PLA was a strong motivator for action. For example, the market administration reported that

they get better meeting attendance when PLA is involved than when it is not; respondents also reported that local government leaders need to be facilitated to attend market meetings, which the project was providing; additionally, some respondents felt that government officials responded to their calls because they did not want to disappoint PLA.

It is therefore evident that the female vendors now have the knowledge and capacity to influence decision makers and local government officials are receptive and ready to engage in dialogue with the market community. What is not completely clear is whether the market community and local government will continue to engage without the motivation provided by PLA. Some statements from market vendors include:

*"The partnership that has been created between the city council and the market vendors is something that I don't see as going away soon; we have deep knowledge of how PLA has been implementing its project and so we can use that knowledge to work with the market." Market leader*

*"I am not sure whether the district people will continue listening to us they call the village people because am sure they have been helping us because of PLA. However I will keep going to the offices -I hope we will be looking at the same goals." Market vendor*

*"I will continue engaging the local government because we still have things to accomplish like the construction of the female latrines, the security lights in the market." Market leader*

### **3.3.5.3 Outcome 3: Diversification of income and economic empowerment**

The project sustainability strategy in this area was to train a core group of leaders in business skills, who can pass this information to other vendors; and provide peer to peer mentorship sessions through which community members can learn important technical skills from one another.

This evaluation found that many women applied the lessons learned from these peer-to-peer sessions and are now engaged in enterprises like liquid soap and baking. Others have used the information gained to improve their businesses and start up new ones. Furthermore, respondents reported that they continue to pass on these skills to other vendors and in Namwiwa, a group of women have set up a training centre through which they hope to continue training other women. Some statements from vendors:

*"PLA taught us how to make cakes so I have bought an oven and my plan is to start a bakery and give it my names" Market vendor, Omodo*

*"I have started piggery and I am going to expand it because I have seen that I can get good income from piggery " Market vendor, Lira*

*" My plan is to add bar soap to making liquid soap because these are essential items in our community and they have ready market so I am going to be earning more income from the soap business " Market vendor, Kaliro*

*"I want to get more money and expand my poultry business and also start bee keeping since I have been given business diversification knowledge. I expect money to come from the grant that we applied for from MTN Uganda for our association, so the share that I will get, I will use it for expanding the poultry project "* Market vendor, Namwiwa

It is evident that female vendors will continue to reap the benefits provided by the project in this outcome area, most likely because the motivation is intrinsic and continued engagement in acquiring business knowledge is immediately beneficial to the women at an individual and group level.



## 4 SECTION FOUR: CONCLUSION AND RECOMMENDATIONS

### 4.1 Conclusion

This evaluation found that this project was relevant to the market community, APT and PLA, and given the community needs regarding women's leadership capacity and business development, it was also very timely, especially since this was a community category that was not being targeted for special support by the local government or any other nongovernmental organizations.

While the project did face some implementation challenges, the project implementation team is commended for innovativeness and flexibility in ensuring activities are carried out given the financial and human resource challenges.

The project achieved and exceeded all outcomes, however without baseline data, it is not possible to accurately quantify the amount of change that was due to the project and what was due to other factors like maturation of the population. Anecdotal evidence from respondents however attributes the observed changes to the project as they mentioned that learnings from the project were completely new to them, including learnings on the importance of cleanliness in the market. It should be remembered, however, that changes in leadership capacity and entrepreneurship growth were not uniform, and some vendors especially indirect beneficiaries in the Lira markets have not achieved the same levels of change as their counterparts who were direct beneficiaries.

Continued sustainability of the project benefits is still a mixed picture currently. The project has evidently created a core group of stakeholders who believe in and champion women leadership and their increased participation in decision making, and there is evidence that this group has grown beyond the vendors who attended the leadership training. The vendors and local government leaders are resolute in their determination to continue engaging, but there is some trepidation over whether this engagement will continue without the facilitation that the project provided.

### 4.2 Recommendations and lessons learnt

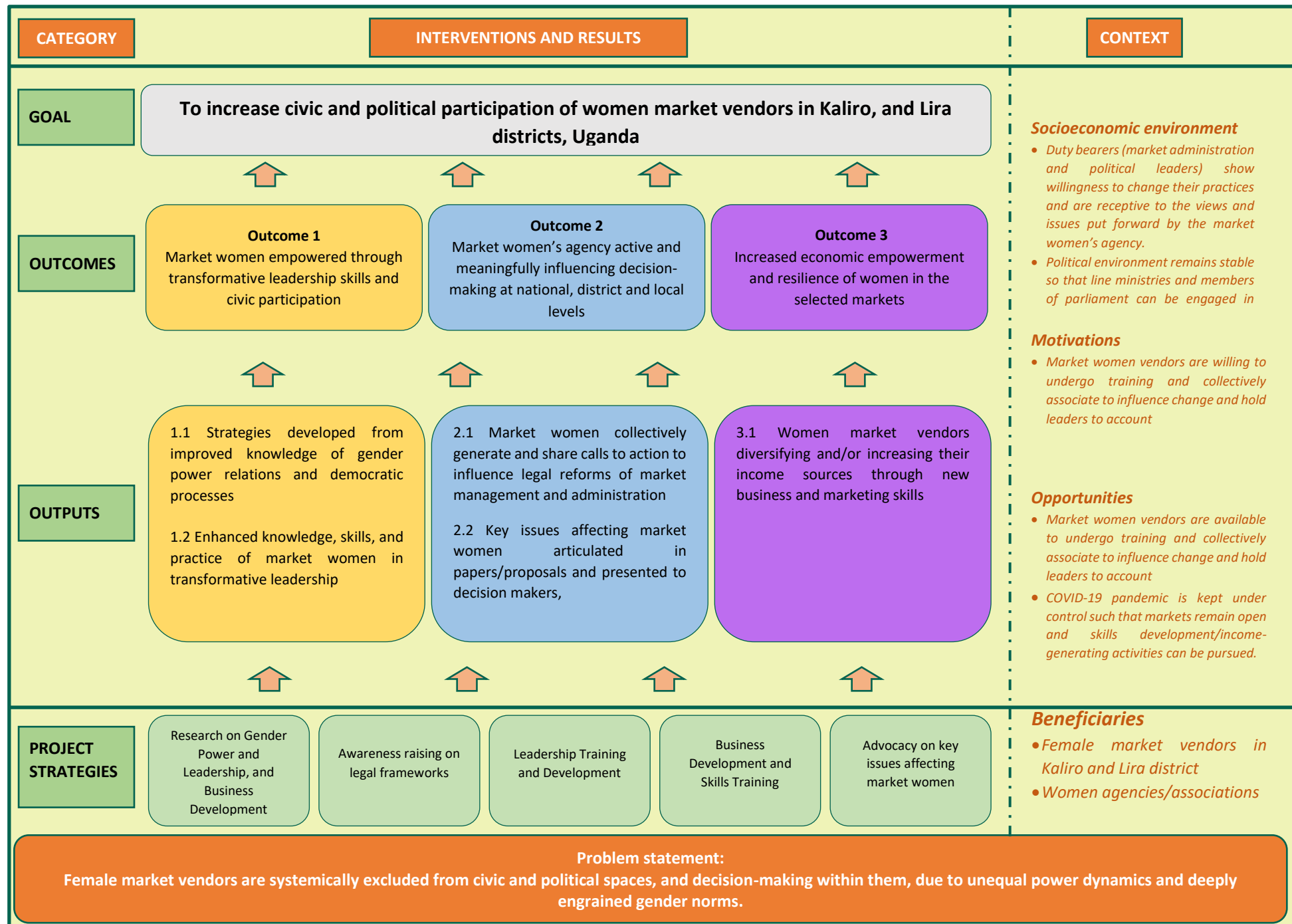
5. The lessons learnt described below highlight key measures that similar projects in the future should adopt for increased success:
  - Involvement of men in the project – at the project start, this project only targeted women, which created suspicion from men in the market and the home, who sometimes stopped women from attending. Involving men in the training not only allayed these suspicions, but also kept the women accountable to their commitments.
  - Procure services from trainees - at the start of the project, the strategy was to purchase items like refreshments from vendors around the market, however the project team realized that some of the trainees also provided these services and decided to buy from them. This increased the vendor's motivation to engage with the project.

- Foster relationships with local government leaders – the initial plan was to engage local government leaders via email and phone, but due to their importance to the project outcomes and the nature of their relationship with market administration, the project officers opted to have physical meetings with these leaders. This enhanced the quality of their engagement and allowed them to allay some fears that this project was a political intervention due to the name of the project.
  - Manage expectations early on – at the start of the project, most market vendors expected that this project was there to give out money. The project officers engaged in dialogue with the leaders to communicate to them the benefits of the project and manage vendors’ expectations.
  - Follow up after meetings and trainings – during meetings, vendors made commitments on actions they would take, and the project officers followed up with the vendors to ensure they took necessary actions. According to vendors, these follow-up calls motivated them to action their commitments.
  - Encourage cross-learning between the two project areas. Both project officers reported that these visits and discussions were beneficial.
  - Where possible arrange for external visitors – the project in Namwiwa received visitors from APT and the Belgian Embassy during the project, and according to vendors, this increased their self-esteem as it showed that they were important enough for someone to come from far.
6. The project aimed to include the same number of vendors from each market in the core activity, which was the leadership training. Because the markets vary by size, we propose that the number selected is proportional to the market size. For example, the estimated population of Lira market is ten times that of other markets and would therefore require a proportionate implementation effort if all indirect beneficiaries are to be reached.
  7. From this evaluation, it is evident that the female vendors still need additional skills or refresher lessons in leadership and business development. To increase the likelihood of knowledge transfer after completion, future projects should consider exposing authorities that engage often with vendors such as health officials, local council officers and other local government officials to this knowledge so they can hold the vendors accountable or educate them whenever they meet.
  8. We propose the following recommendations to strengthen the monitoring and evaluation of the project:
    - Collect baseline data to enable accurate interpretation of findings during the endline survey. For example, in section 3.3.4.3, we reported that only 35% of female vendors were ready to support another woman in leadership. Without baseline data we do not know whether this highlights an area for improvement (it was expected to be more) or it highlights a big improvement from when the project began (anecdotal evidence suggests that at the project start, women were not supportive of each other at all)
    - The outcome indicators for this project contain terms which are ambiguous such as ‘knowledge, skills and values in democratic leadership’. The project should develop working definitions of these terms with clear guidelines on the questions to be asked to

measure the indicator. This ensures that comparable data is collected during all monitoring and evaluation exercises.

- When training is an integral part of an intervention, the Kirkpatrick Model is often used to contextualize results. This model defines four measurement points: 1) participant's reaction to the training; 2) Learning from the training; 3) Behaviour Change and 4) Impact. The M&E plan was designed to collect data at point 3 and 4, missing out the participant's reaction to the training, which determines whether training conditions were conducive for learning, and Learning from the training, which determines what information has been understood and what has not been understood. Both these measures are usually factored into the training plan.
- This evaluation highlighted some areas that could benefit from further exploration. For example, 1) why are most female vendors not yet ready to support a fellow female for a leadership position? 2) Vendors perceptions of conflict resolution showed a mixed picture – in Lira markets, the trained leaders report better conflict resolution but this is not reflected by vendors who did not attend training. Conversely in Kaliro, those who did not attend the leadership training report better conflict resolution in the market than those who attended leadership training.

# APPENDIX A: THEORY OF CHANGE



## APPENDIX B: ENDLINE EVALUATION MATRIX

| CRITERIA            | EVALUATION QUESTIONS  | SPECIFIC QUESTIONS  | OBJECTIVELY VERIFIABLE DATA SOURCE                          | METHOD OF COLLECTION |
|---------------------|---|---|---|----------------------|
| <b>A: Relevance</b> | 1. To what extent does this project respond to the priority needs of the female market vendor community in Lira and Kaliro? | 1.1. How well does this project align with national and local government policy action (Lira and Kaliro) on gender empowerment and market administration? | National and Local Government Policy and Strategy Documents | Document review      |
|                     |   |   | Local government officials<br>Market administration         | KIIs                 |
|                     |   | 1.2. How well does this project align with the market administration priorities?  | Market administration<br>Market Women Vendors               | KIIs                 |
|                     | 2. To what extent are the project activities aligned to the desired objectives and goals?                                   | 2.1. Is there a causal relationship between the project activities and desired objectives?  | Published literature<br>Project documents                   | Document Review      |
|                     |   | 2.2. Were the planned project activities of sufficient quantity and quality to cause the desired results/objectives?                                      | Published literature<br>Project documents                   | Document review      |
|                     | 3. To what extent are the M&E measures sufficient to track progress and impact of the project?                              | 3.1. Does the project have an M&E plan and system with objectively verifiable indicators and targets?   | Project documents   | Document review      |
|                     |   | 3.2. Did the project design provide sufficient resources to support the M&E function?   | Project documents   | Document review      |
| <b>B: Coherence</b> | 4. How well does this project fit within  | 4.1. In what strategic/priority areas   | APT and PLA strategy documents                              | Document review      |

| CRITERIA                | EVALUATION QUESTIONS   | SPECIFIC QUESTIONS  | OBJECTIVELY VERIFIABLE DATA SOURCE                                  | METHOD OF COLLECTION                |
|-------------------------|--|---|---|-------------------------------------|
|                         | the objectives of APT and PLA  | within APT and PLA does this project fit?   | APT/PLA team  | KIIs                                |
|                         | 5. In what ways is this project consistent with other interventions targeted at female market vendors                  | 5.1. What other interventions targeting female market vendors are there in Lira and Kaliro and how does this project align with them? | Market administration<br>Market vendors<br>Local government leaders | KIIs                                |
| <b>C: Effectiveness</b> | 6. To what extent did the project succeed in completing all planned activities   | 6.1. What percent of planned activities were implemented?   | Progress reports  | Document Review                     |
|                         | 7. What factors facilitated/hindered the achievement of activities   | 7.1. What was the response of the market community to this project and its activities?  | Market administration<br>Market vendors                             | KIIs, FGD, Quantitative Survey      |
|                         |  | 7.2. What issues related to people, processes and technology with APT/PLA influenced the delivery of this project?                    | APT/PLA team  | KIIs                                |
|                         |  |   |   | Progress reports                    |
| <b>D: Efficiency</b>    | 8. What measures did the project employ to ensure that the resources are expended judiciously?                         | 8.1. How do the project procurement procedures compare to best practices for NGOs?  | PLA team  | KII                                 |
|                         | 9. To what extent were the project resources (time, human and financial) sufficient to deliver the planned activities? | 9.1. Were the project resources (time, human and financial) considered sufficient to complete all activities?                         | PLA team  | KII                                 |
| Project Reports         |  |   | Document Review   |                                     |
| <b>E: Impact</b>        | 10. What positive/negative effects has the project had on  | 10.1. How has women's leadership capacity been enhanced by the project?   | Market vendors<br>Market administration                             | KIIs<br>Quantitative Survey<br>FGDs |

| CRITERIA              | EVALUATION QUESTIONS   | SPECIFIC QUESTIONS  | OBJECTIVELY VERIFIABLE DATA SOURCE  | METHOD OF COLLECTION                |
|-----------------------|--|---|---|-------------------------------------|
|                       | market vendors and their families, and duty bearers (local, district and national government)                                  | 10.2. How has the project meaningfully enhanced women's ability to influence decision making at local and national levels?  | Market vendors<br>Market administration   | KIIs<br>Quantitative Survey<br>FGDs |
|                       |  | 10.3. How have the women succeeded in diversifying/ growing their income because of the project.  | Market vendors<br>Market administration   | KIIs<br>Quantitative Survey<br>FGDs |
|                       |  | 10.4. What has been the impact of this economic empowerment on their lives in both private and public spheres.  | Market vendors<br>Market administration   | KIIs<br>Quantitative Survey<br>FGDs |
|                       | 11. What societal factors influenced the achievement of these effects?   | 11.1. What was the community response to the project and its activities?  | Market vendors<br>Market administration   | KIIs<br>Quantitative Survey<br>FGDs |
|                       |  | 11.2. What intrinsic and extrinsic factors motivated the women, market administration, and local leaders to engage with the project?  | Market vendors<br>Market administration   | KIIs<br>Quantitative Survey<br>FGDs |
|                       |  | 11.3. What opportunities/drawbacks from the community did this project experience?  | Market vendors<br>Market administration   | KIIs<br>Quantitative Survey<br>FGDs |
| <b>Sustainability</b> | 12. How likely is it that female market vendors will continue to enjoy the positive effects of this project after its closure? | 12.1. What measures did the project include to ensure that female market vendors continue to enjoy the positive effects of this project and what is the status of these measures? | Project documents<br><br>PLA team<br>Market vendors<br>Market administration<br>APT | Document Review<br><br>KIIs         |

## APPENDIX C: LIST OF RESPONDENTS

### LIRA

| No. | LOCATION     | RESPONDENT NAME | DESIGNATION                      |
|-----|--------------|-----------------|----------------------------------|
| 1   | PLA          | Ruth Angom      | PLA Project Officer              |
| 2   | Lira market  | Apea William    | Male Beneficiary                 |
| 3   | Lira market  | Ruma Emmanuel   | Lira Market Master               |
| 4   | Lira market  | Margret Otile   | Case Study                       |
| 5   | Lira town    | Grace Ocan      | Deputy town clerk                |
| 6   | Lira market  | Nyande Sidy     | Restaurant Vendors Association.  |
| 7   | Lira market  | Eunice Abura    | Vegetable Vendors Association.   |
| 8   | Lira market  | Grace Amongi    | Smoked Fish Vendors Association. |
| 9   | Lira market  | Jennifer Olek   | Fresh foods.                     |
| 10  | Lira market  | Sarah Akello    | Kitchen and Restaurant           |
| 11  | Lira market  | Sylvia Akello   | Taka Taka Association.           |
| 12  | Lira market  | Otim Josephine  | Vegetables                       |
| 13  | Omodo market | Omara Anthony   | Male Beneficiary                 |
| 14  | Omodo market | Omara Beatrice  | Local Leader                     |
| 15  | Omodo market | Winnifred       | Case Study                       |
| 16  | Omodo market | Winfred Alupu   | Restaurant Vendors Association.  |
| 17  | Omodo market | Karomera Okeng  | Cassava Vendor                   |
| 18  | Omodo market | Auma Alice      | Produce Dealers Association.     |
| 19  | Omodo market | Auma Lily       | Smoked Fish Vendors Association. |
| 20  | Omodo market | Ayugi Grace     | Vegetable Vendors Association.   |
| 21  | Omodo market | Amongi Eunice   | Restaurant Vendors Association.  |
| 22  | Omodo market | Atong Rose      | Vegetable Vendors Association.   |
| 23  | Omodo market | Adul Peninah    | Produce Dealers Association.     |

### KALIRO

| NO. | MARKET NAME   | RESPONDENT NAME    | DESIGNATION                       |
|-----|---------------|--------------------|-----------------------------------|
| 1   | PLA Offices   | Wendi Namukose     | Project Officer                   |
| 2   | Kaliro        | Atiibwa Harriet    | CDO kaliro                        |
| 3   | Kaliro        | Irene Namukose     | Town clerk                        |
| 4   | Kaliro market | Namwase Sumaya     | Case study                        |
| 5   | Kaliro market | Alimwesinye Nasser | Market leader                     |
| 6   | Kaliro market | Wankulu Jabeli     | Chairman Kaliro market            |
| 7   | Kaliro market | Kabangala Madina   | Fish Traders Association (KCMFTA) |



|    |                |                   |                                    |
|----|----------------|-------------------|------------------------------------|
| 8  | Kaliro market  | Kubonaku Margret  | Basokakwavula Group                |
| 9  | Kaliro market  | Namala Harriet    | Basokakwavula Group                |
| 10 | Kaliro market  | Mwinike Rose      | Oyiize Mpola group                 |
| 11 | Kaliro market  | Susan             | Buyunga Traders Development Assoc. |
| 12 | Kaliro market  | Namukose Aidah    | Gemakumwino Market Vendors Assoc.  |
| 13 | Kaliro market  | Namususwa Rebecca | Basokakwavula Group                |
| 14 | Kaliro market  | Mugasa Winnie     | KACEMANTA                          |
| 15 | Namwiwa market | Biryeri Rehema    | Case study                         |
| 16 | Namwiwa market | Mudengo Robinah   | Namwiwa Market Women Vendors       |
| 17 | Namwiwa market | Muzindo Bitamisi  | Namwiwa Market Women Vendors       |
| 18 | Namwiwa market | Mugala Fatuma     | Namwiwa Market Women Vendors       |
| 19 | Namwiwa market | Mariam Masaala    | Namwiwa Market Women Vendors       |
| 20 | Namwiwa market | Mutesi Hamidah    | Namwiwa Market Women Vendors       |
| 21 | Namwiwa market | Kisakye Mary      | Namwiwa Market Women Vendors       |
| 22 | Namwiwa market | Nangobi Sumasa    | Namwiwa Market Women Vendors       |
| 23 | Namwiwa market | Namuheni Diana    | Market leader                      |
| 24 | Namwiwa market | Mbasaraki Mariam  | Namwiwa Market Women Vendors       |
| 25 | Namwiwa market | Mugala Fatuma     | Namwiwa Market Women Vendors       |

# APPENDIX D: DATA COLLECTION TOOLS

## 5.1 Quantitative Survey

### Introduction and Informed Consent

Greetings!

My name is \_\_\_\_\_ from AKEM Consulting, and I am a researcher from AKEM Consulting. We have been commissioned by Platform for Labour Action (PLA) to conduct a final evaluation of the Civic and Political Participation of Women Market Vendors in Lira and Kaliro project. As part of this process, we are conducting interviews with key stakeholders in the project to better understand your experience in engaging with the project and the effects that it has had on the community.

Please note that your participation in this interview is entirely voluntary, and you may choose not to answer any questions that you do not wish to. We also guarantee that any information you provide to us will be handled with utmost confidentiality.

With this in mind, we request your permission to continue with this interview. Your decision to participate or not will not have an impact on your continued engagement with the project, however we appreciate the information that you can provide to enrich this evaluation.

This interview is estimated to take one hour.

Date of interview: \_\_\_\_\_

Respondent name: \_\_\_\_\_

Respondent title/association and position: \_\_\_\_\_

### A: INTERVIEW IDENTIFIER

| Question Label       | Answer Options   |
|----------------------|--|
| 1. Date of Interview | DD/MM/YYYY   |
| 2. Market Name       | 1. Lira Main Market<br>2. Omodo Market<br>3. Kaliro Main Market<br>4. Namwiwa Market |
| 3. Time of Interview | __:__ AM/PM  |

|   |                              |
|---|------------------------------|
| 4. Interviewer ID                       | _____                        |
| 5. Interview number for the day         | _____                        |
| 6. What products is the vendor selling? | [Drop down list of products] |

## B: RESPONDENT DEMOGRAPHICS

| Question Label  | Answer Options  |
|---|---|
| 7. Respondent ID  | _____   |
| 8. What is your name  | _____   |
| 9. Record the sex of the respondent   | 1. Male<br>2. Female  |
| 10. How old were you at your last birthday?   |   |
| 11. What market vendor association are you a member of?   | [Drop down list of associations, multiple entry]  |
| 12. In what year and month did you become a member of this association?                             | _____   |
| 13. Do you hold a position of leadership in the association?  | 1. Yes<br>2. No   |
| 14. What is your leadership position in the association?  | [Drop down list of leadership positions]  |
| 15. In what year and month did you assume this leadership position?                                 |   |
| 16. In what year and month will you stop being a [Insert leadership position] for this association? |   |
| 17. In what year and month did you come to this market?   | _____   |
| 18. Have you been a trader of [Name of product from Q6] seller since you joined this market?        | 1. Yes<br>2. No   |
| 19. If no, how long have you been a trader of [Name of product from Q6]                             | _____   |
| 20. If no, what other products have you sold in this market?  | [Drop down list of products]  |
| 21. Do you have a disability?   | 1. Yes<br>2. No   |
| 22. What is the type of disability  | 1. Difficulty seeing<br>2. Difficulty hearing<br>3. Difficulty walking/climbing (physical)<br>4. Difficulty communicating<br>5. Difficulty remembering<br>6. Difficulty self-care |

**C: EXPOSURE TO THE PROJECT**

23. Can you tell me about the times, over the past two years, that you have attended a meeting, whether you were many or few people) where you have discussed the roles of women in the leadership of the market?

List all activities below.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

24. For each of these activities, can you tell me who organized the meeting, where it was conducted and how long it took?

| a. Activity Name | b. Who organized the meeting?<br>1. PLA<br>2. Other organization | c. Name of other organization | d. Year and month of the meeting | e. Location | Estimated number of participants |
|------------------|--|-------------------------------|----------------------------------|-------------|----------------------------------|
|                  |  |                               |                                  |             |                                  |
|                  |  |                               |                                  |             |                                  |
|                  |  |                               |                                  |             |                                  |
|                  |  |                               |                                  |             |                                  |
|                  |  |                               |                                  |             |                                  |
|                  |  |                               |                                  |             |                                  |

25. Have you ever listened to a program on the radio, market radio or the megaphone (bizindaalo) where they were discussing the roles of women in the leadership of the market?

1. Yes
2. No

26. If yes, ask the following questions:

| a. Which media<br>1. Radio<br>2. Market radio<br>3. Megaphone | b. Who organized the meeting?<br>1. PLA<br>2. Other organization | c. Name of other organization | d. Year and month of the meeting | e. What was your reaction to it? |
|---|--|-------------------------------|----------------------------------|----------------------------------|
|   |  |                               |                                  |                                  |
|   |  |                               |                                  |                                  |
|   |  |                               |                                  |                                  |

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

27. To what extent do you agree with the following statements about the meetings and programs about women and leadership in the market

|  | Strongly agree | Agree | Neither agree or disagree | Disagree | Strongly disagree |
|--|----------------|-------|---------------------------|----------|-------------------|
| When I attended the meetings, I was able to understand the issues relating to women and their role in leadership in the market                         |                |       |                           |          |                   |
| When I listened to the shows on the radio/megaphones, I was able to understand the issues relating to women and their role in leadership in the market |                |       |                           |          |                   |
| I now know and understand the challenges that women face to be a leader in this market   |                |       |                           |          |                   |

**D: IMPACT OF THE PROJECT**

28. For the next statements, please indicate which answer option best responds to your level of understanding of the issue given.

|  | I don't know how to do this. | I have been trained on this | I can do this with help from someone else | I can do this on my own | I can do this on my own and teach someone else how to do this | I have done this or led my fellow vendors to do this |
|--|------------------------------|-----------------------------|---|-------------------------|---|--|
| I can identify the big issues/problems faced by people in the market                 |                              |                             |   |                         |   |  |
| When I see a problem, I can articulate the change I want to see to solve the problem |                              |                             |   |                         |   |  |

|   | I don't know how to do this. | I have been trained on this | I can do this with help from someone else | I can do this on my own | I can do this on my own and teach someone else how to do this | I have done this or led my fellow vendors to do this |
|---|------------------------------|-----------------------------|---|-------------------------|---|--|
| When it comes to solving a problem, I can identify my supporters and detractors           |                              |                             |   |                         |   |  |
| I can develop a plan for how we are going to move forward to raise the issue of a problem |                              |                             |   |                         |   |  |
| I can take action that is needed when a problem in the market needs to be solved          |                              |                             |   |                         |   |  |
| I can evaluate our plan of action to look at what we did well and what we did not do well |                              |                             |   |                         |   |  |
| I know how to prepare communication for my fellow vendors                                 |                              |                             |   |                         |   |  |
| I know how to prepare for an interview with the media                                     |                              |                             |   |                         |   |  |
| I know how to plan for and draft a press release for the media                            |                              |                             |   |                         |   |  |

29. What ways do you know of resolving conflict?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

30. What steps would you take to resolve conflict?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**31.** For the following questions, please state the extent to which you agree/disagree with the following statements on a scale of 1 to 5 where 1=I strongly agree; 2=I somewhat agree; 3= I neither agree nor disagree; 4= I somewhat disagree; 5= I strongly disagree. **[If the respondent selects 1 or 2 ask for an example.]**

| Statement  | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Due to information received from the PLA project:  |   |   |   |   |   |
| a. I have sensitized or taught my fellow market vendors on leadership and democratic processes                           |   |   |   |   |   |
| b. I have attended peer-to-peer awareness raising sessions.  |   |   |   |   |   |
| c. I encouraged market women vendors to take up market leadership positions.   |   |   |   |   |   |
| d. I have started a savings group with fellow market vendors   |   |   |   |   |   |
| e. We now handle challenges/problems faced in the proper way to the appropriate authorities                              |   |   |   |   |   |
| f. I can now delegate power to other subordinates while in leadership within the markets.                                |   |   |   |   |   |
| g. I am now ready to support my fellow women in market leadership when the time comes for elections                      |   |   |   |   |   |
| h. There has been an improvement in the communication with the leaders   |   |   |   |   |   |
| i. I have taken part leadership positions within the market leadership   |   |   |   |   |   |
| j. We started engaging with the leaders at the market level and city/ council/ sub county level on issues affecting them |   |   |   |   |   |
| k. We are now being involved in decision making processes  |   |   |   |   |   |
| l. Our networks have improved  |   |   |   |   |   |
| m. I have changed improved my business practices   |   |   |   |   |   |

**32.** **If agree/strongly agree for Q31m,** in what ways has your business practice improved?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

33. What factors in the community have enabled you to improve your business practices?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

34. **If disagree/strongly disagree for Q313**, are there ways in which you want to improve your business practices but could not?

1. Yes
2. No

35. What factors in the community have prevented you from improving your business practices?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

|   |   |
|---|---|
| 36. Has your income changed since the PLA project began?                | 1. Yes<br>2. No                         |
| 37. How has your income changed?  | 1. Increased<br>2. Decreased            |
| 38. What was your income before the project?                            | _____ per _____                         |
| 39. What is your income now?  | _____ per _____                         |
| 40. Is the change in income a result of this project or something else? | Result of PLA project<br>Something else |
| 41. What caused the change in income?                                   | _____<br>_____<br>_____<br>_____        |

**E: QUESTIONS FOR ALL RESPONDENTS**

42. For the following questions, please state the extent to which you agree/disagree with the following statements on a scale of 1 to 5 where 1=I strongly agree; 2=I somewhat agree; 3= I



neither agree nor disagree; 4= I somewhat disagree; 5= I strongly disagree. **[Get a comment for each and probe if someone else attended the training.]**

| Statement   | 1 | 2 | 3 | 4 | 5 | Please elaborate |
|---|---|---|---|---|---|------------------|
| I attended a meeting to discuss the legal frameworks on market administration               |   |   |   |   |   |                  |
| I attended a meeting where we discussed our views on legal reforms on market administration |   |   |   |   |   |                  |
| I attended a meeting where we developed a proposal on issues affecting market women         |   |   |   |   |   |                  |
| We submitted a proposal to the local government/MP or other administrative leader           |   |   |   |   |   |                  |

***Thank you for your participation!***

## 5.2 Qualitative Survey

### Introduction and Informed Consent

Greetings!

My name is \_\_\_\_\_ from AKEM Consulting, and I am a researcher from AKEM Consulting. We have been commissioned by Platform for Labour Action (PLA) to conduct a final evaluation of the Civic and Political Participation of Women Market Vendors in Lira and Kaliro project. As part of this process, we are conducting interviews with key stakeholders in the project to better understand your experience in engaging with the project and the effects that it has had on the community.

Please note that your participation in this interview is entirely voluntary, and you may choose not to answer any questions that you do not wish to. We also guarantee that any information you provide to us will be handled with utmost confidentiality.

With this in mind, we request your permission to continue with this interview. Your decision to participate or not will not have an impact on your continued engagement with the project, however we appreciate the information that you can provide to enrich this evaluation.

This interview is estimated to take one hour.

Date of interview: \_\_\_\_\_

Respondent name: \_\_\_\_\_

Respondent title/association and position: \_\_\_\_\_

## PLA IMPLEMENTATION TEAMS

1. Looking at the strategic or priority areas of Platform for Labor Action, where does this project fall?
2. What other interventions is PLA making in this strategic area?
3. To what extent did the implementation of this project go according to plan?
4. What factors influenced the implementation of this project in a positive manner?

Probe – people, processes and technology

5. What factors influenced the implementation of this project negatively?

*Probe – people, processes, and technology*

6. How do the project procurement procedures compare to best practices for NGOs?
7. What measures did the project institute to ensure that resources are spent well?

Probe – procurement procedures, planning processes

8. Were the project resources (time, human and financial) considered sufficient to complete all the activities?
9. To what extent would you say the resources – time, human and financial – were sufficient to complete all activities? Please elaborate
10. Are there any specific strategies that the project had to use beyond what is in the project document, to ensure acceptance of this project by the community?
11. What measures did the project include to ensure that female market vendors continue to enjoy the positive effects of this project and what is the status of these measures?
12. What are the positive effects of this project that you have observed as implementers of the project?

*Probe: leadership capacity, decision making, growing income, livelihood changes*

13. What measures have been instituted to ensure that these positive effects continue after completion of the project in January 2024?
14. What are the negative effects of this project that you have observed as implementers?
15. What measures have been instituted to mitigate these negative effects?
16. What changes did you observe in the market women during your engagement with them? Why is this important?
17. What are the key learnings from this project that could be applied to other projects?

18. Based on the project's experience, what recommendations would you make to improve similar projects in the future?

## APT

1. In what strategic/priority areas within APT and PLA does this project fit?
2. In which of the APT strategic priority areas does the this project fall?
3. Which other projects is APT running in this area?
4. What issues related to people, processes and technology with APT/PLA influenced the delivery of this project?
5. To what extent did the implementation of this project go according to plan?
6. What factors influenced the implementation of this project in a positive manner?

*Probe – people, processes and technology*

7. What factors influenced the implementation of this project negatively?

*Probe – people, processes, and technology*

8. Were there any areas of the project that you think could have been improved?
9. What measures did the project include to ensure that female market vendors continue to enjoy the positive effects of this project and what is the status of these measures?
10. What measures have been instituted to ensure that the positive effects continue after completion of the project in January 2024?
11. Were there any unexpected outcomes or impacts that stood out during the project?
12. What are the key learnings from this project that could be applied to other projects?
13. Based on this project's experience, what recommendations would you provide for similar initiatives in the future?

## MARKET ADMINISTRATION/LOCAL LEADERS

1. What is the current position of the government on the administration of markets? Who should be involved? Who sets/enforces the regulations?

*Probe: role of women in market administration*

2. Before this project was introduced, was the absence of women in different leadership roles noted and discussed? Please elaborate.
3. What other projects targeting female market vendors are there in Lira/Kaliro and how does this project align with them?
4. How did the market administration respond to this project? What was the reason for this reaction?
5. What changes have you observed in this community because of the project?

*Probe:*

- a. How has women's leadership capacity been enhanced by the project?*
  - b. How has the project meaningfully enhanced women's ability to influence decision making at local and national levels?*
  - c. How have the women succeeded in diversifying/ growing their income because of the project.*
  - d. What has been the impact of this economic empowerment on their lives in both private and public spheres.*
6. How did the community respond to the different activities of this project?
  7. What intrinsic and extrinsic factors motivated the market administration/local leaders to engage with the project?
  8. What opportunities in the community was this project able to take advantage of?
  9. What challenges did this project encounter in the community?
  10. What is the likelihood that the positive effects of this project will continue even after the PLA team has completed implementation?
  11. What aspects of the project do you think have been most successful in the markets?
  12. Are there any areas of the project that you think could have been improved in the context of the markets?
  13. What are the key learnings from this project that could be applied to other projects?

14. Based on this project's experience, what recommendations would you provide for similar initiatives in the future?

## FEMALE MARKET VENDORS - FOCUS GROUP DISCUSSION

1. Before this project was introduced, was the absence of women in different leadership roles noted and discussed? Please elaborate.
2. What other projects targeting female market vendors are there in Lira/Kaliro and how does this project align with them?
3. How did the market administration respond to this project? What was the reason for this reaction?
4. What changes have you observed in this community because of the project?

*Probe:*

- a. How has women's leadership capacity been enhanced by the project?*
  - b. How has the project meaningfully enhanced women's ability to influence decision making at local and national levels? Can you share examples of this?*
  - c. How have the women succeeded in diversifying/ growing their income because of the project? Can you share examples of this?*
  - d. What has been the impact of this economic empowerment on their lives in both private and public spheres.*
5. How did the community respond to the different activities of this project?
  6. What intrinsic and extrinsic factors motivated the market administration/local leaders to engage with the project?
  7. What opportunities in the community was this project able to take advantage of?
  8. What challenges did this project encounter in the community?
  9. What is the likelihood that the positive effects of this project will continue even after the PLA team has withdrawn from implementation?
  10. What are the key learnings from this project that could be applied to other projects?
  11. What aspects of the project do you think worked particularly well for you?
  12. Were there any areas of the project that you think could have been improved?



13. Sustainability: (Where do you see yourselves once the project ends? What are the chances of continuing with (sustaining) the changes brought about by the project? and What plans/measures do you have for continuity?)

# **APPENDIX E: COPY OF TERMS OF REFERENCE**

## **Civic and Political Participation of Women Market Vendors in Kaliro and Lira Districts, Uganda**

**Project implemented by Platform for Labour Action in Uganda (PLA) and  
Action on Poverty (APT)**

**Final Evaluation: December 2023**

### **TERMS OF REFERENCE**

Co-funded by Belgian Ministry of Development Cooperation

## INTRODUCTION

The project 'Civic and Political Participation of Women Market Vendors' is a partnership between Platform for Labour Action (PLA) in Uganda and Action on Poverty (APT) in the UK, where APT is the lead partner in a longstanding partnership. The project is co-funded by the Belgian Ministry of Development Cooperation.

Action on Poverty is a UK based NGO established in 1984 which supports communities across Africa to develop sustainable livelihoods. Platform for Labour Action is a Ugandan NGO established in 2000 to protect the rights of vulnerable and marginalised workers. It is also a licensed legal aid service provider.

### 1.1 Background to Project

The project 'Civic and Political Participation of Women Market Vendors' started in February 2022 and is scheduled for completion at the end of January 2024. The total project budget is Euro 249,970.

The programme aims to increase civic and political participation of women market vendors in Kaliro, and Lira districts, Uganda. Promoting transformative, active leadership and participation of market women in the administration and management of markets in the targeted districts contributes to the fulfilment of women's rights and sustained economic and social empowerment including reduced financial and physical abuse. Specifically, the project aims to empower market women through transformative leadership skills, increase their agency to meaningfully influence decision making at national, district and local levels and to promote economic empowerment and resilience through diversified income.

### 1.2 Anticipated Outcomes to Project

The project **objective** is to increase civic and political participation of women market vendors in Kaliro and Lira districts, Uganda. The following 3 Outcome areas and related activities combine to achieve the objective above:

- **Outcome 1: Market women empowered through transformative leadership skills & civic participation.** Women must have the skills, knowledge and the confidence to generate momentum for them to act on the issues that affect them, including knowledge of their rights to lead, influence and participate in governance processes. The project encourages men and women to reconsider their gendered perceptions around 'what makes a good leader'. Collective problem-solving approaches build strength and shared understanding of what the women want to change and how to address power, leadership and values for economic development.
- **Outcome 2: Market women's agency active and meaningfully influencing decision-making at national, district and local levels.** A vibrant market women's agency will actively inform, participate and influence gender-sensitive laws, policies and rules for the administration and management of the selected markets, in addition to demanding improved service delivery for women's economic development. The project promotes an improved understanding of the legal frameworks which govern the markets enabling the women to identify areas to influence and open dialogue established between women's groups as civil society actors and district stakeholders, line

ministries and members of parliament allowing the women to advocate for their needs. Amplification of women's voices through media platforms sustains the momentum for change.

• **Outcome 3: Increased economic empowerment and resilience of women market vendors in the selected markets.** Building on the increased capacity of their groups and associations, the market women are supported to identify opportunities to diversify and grow their incomes according to their needs, including new market opportunities. This component encourages women's participation in civic strengthening outcomes 1&2, as it provides an additional incentive to join the intervention, whilst reducing their economic vulnerability. Strengthened rights, strong associations with peer-to-peer support and economic skills development is powerful in catalysing lasting change for vulnerable women.

Project outcome indicators and respective end of project targets are included as Annex 1.

### 1.3 Project Location

The project is focused in 4 markets (Kaliro Main Market and Namwiwa market in Kaliro and Lira Central market and Omodo market in Lira District.)

## 2 OBJECTIVES OF THE END OF PROJECT EVALUATION

A final evaluation, to be participatory and fully inclusive of all stakeholders, provides an opportunity to assess how well the project has met its outcomes, indicators and targets; to identify key factors that have enhanced and/or inhibited this, and whether and how the project adapted to this; assess overall performance in terms of relevance, coherence, effectiveness, efficiency and sustainability; and to identify key learning and recommendations for PLA and APT that may have a wider application for other projects.

### 2.1 Evaluation Specific Objectives

The overall objectives of this final evaluation are to:

1. Evaluate the **impact** of the project to date on market vendors and their families and on duty bearers (local, district and national government)

In particular the impact assessment should include:

- Has women's leadership capacity been enhanced by the project?
- Has the project meaningfully enhanced women's ability to influence decision making at local and national levels?
- Have the women succeeded in diversifying/ growing their income as a result of the project. What has been the impact of this economic empowerment on their lives in both private and public spheres.

2. Assess the success of the project in meeting its **outcomes, expected results and indicators** (including any unintended outcomes – positive or negative)

- Identify key contributing factors which have enhanced and/or hindered these outcomes.
- Assess the project's overall performance in terms of relevance, coherence, effectiveness, efficiency, economy (including value for money), impact and sustainability.

- Identify key learning points and make recommendations for future operations of this and similar projects.
- Are there any unintended outcomes/impact (positive and negative) from the project?

### 3 APPROACH AND METHODOLOGY

The following activities are expected to be undertaken by the evaluation team:

- Review of relevant project documentation, including the project proposal, baseline survey, logframe, budget, annual and quarterly reports, monitoring reports, mid-term review, APT staff visit reports etc .
- Following the documentation review present an inception report to PLA/APT outlining a refined methodology, focus and scope of the study, for mutual agreement.
- Verify and cross-check the quality and accuracy of the monitoring data available, through sampling.
- Identify and interview a range of individual project beneficiaries and stakeholders, including women market vendors, leaders of market associations, government staff, and other relevant stakeholders with whom the project is engaging, to discuss the project operation and outcomes to date.
- Draft an outline report with initial findings, and present to PLA and APT for discussion and feedback.
- Produce a final report in the light of feedback received.

The consultant is expected to adhere to APT/PLA's safeguarding policy and code of conduct in their interactions with project participants.

**Note: All findings and conclusions made by the evaluator must be backed up by reference to evidence with consideration made to the magnitude and representativeness of the data/examples.**

### 4 EXPECTED DELIVERABLES

A Final Evaluation Report of approximately 15 pages (excluding annexes), including an executive summary, assessing the overall impact of the project to date (see Annex 2 for details). The evaluator should draw attention to any methodological challenges or limitations to the findings or conclusions represented in the report.

### 5 TIME FRAME AND REPORTING

The consultancy is expected to last approximately 12-15 days, including 2 days for document review, 1 day for training enumerators, 5-6 days in the field, 2-3 days for travel and 2- 3 days for report writing.

The final evaluation team will consist of an independent development consultant, who will have overall responsibility for the evaluation. She or he may be assisted by at least one local staff member from PLA. The evaluation field work will begin in December 2023 avoiding national and/or religious holidays. Initial data reviewing and preparation must begin on contract signature and an inception report presented to PLA/APT for agreement before fieldwork begins. The evaluation visit is to be followed by a presentation of initial findings and recommendations by the evaluator to PLA's project team.

A draft report covering all activities, findings and detailed recommendations will be submitted in electronic form for feedback to PLA and APT no later than 2<sup>nd</sup> January 2024. PLA and APT will provide all feedback, comments and suggestions within seven days. A final report,

16<sup>th</sup>October 23

complete with all annexes, will be submitted to PLA and APT by soft copy no later than 19<sup>th</sup> January 2024.

## **6 QUALIFICATIONS AND EXPERIENCE OF THE CONSULTANT**

The consultancy shall be carried out by an independent development consultant, who will have overall responsibility for the evaluation. The consultant shall have the following skills and competencies:

- At least a Master's Degree in Social Sciences, Development Studies or Economics
- Proven experience in undertaking evaluation studies (preference for women's empowerment, civil society, livelihoods and local governance focus)
- Strong understanding of gender rights and community development.
- Conversant with application of cross cutting themes such as human rights, gender mainstreaming, and gender competence, monitoring and evaluation and advocacy
- Excellent analytical and report writing skills with skills in using statistical packages
- Strong written and verbal communication and presentation skills
- The consultant must be based in Uganda, or another country of East Africa (preference is for candidates based in Uganda)

Cost effectiveness will be part of the criteria for selection.

## **7 APPLICATION PROCEDURE**

Please send a CV and covering letter explaining your experience in similar evaluation work and how you would approach this task. Please include your availability and how much you charge per day. Applications should be sent to [anna.brian@aptuk.org.uk](mailto:anna.brian@aptuk.org.uk) Closing date **3rd November**



## **Annex 1: Indicators and targets (by project end)**

### **Outcome 1: Market women empowered through transformative leadership skills & civic participation**

1.1 2800/70% market women with improved knowledge, skills and values in democratic leadership

#### **Output 1.1: Strategies developed from improved knowledge on gender power relations and democratic processes**

1.1.1 3,200/80% of target women knowledgeable about gender power relations and democratic processes within their markets.

1.1.2 4 change agencies (networks/groups/associations) i) mobilized to develop strategies ii) sharing progress, feedback at annual reviews

#### **Output 1.2: Enhanced knowledge and skills of market women in transformative leadership**

1.2.1 100 market women with improved skills in transformative leadership and civic participation.

1.2.2 4,000 (10% M) market vendors aware of civil and political participation

### **Outcome 2: Market women's agency active and meaningfully influencing decision-making at national, district and local levels**

2.1 70% of supported market women agencies demonstrating increased engagement and influence with decision makers (local government, MPs, parliamentary committee) handling reforms.

#### **Output 2.1: Market women collectively generate and share calls to action to influence legal reforms of market management and administration**

2.1.1 240 market women aware of legal framework on market administration/management

2.1.2 8 consultative meetings of market women to review and consolidate their views on legal/policy reforms on market administration & management.

#### **Output 2.2: Proposals/Papers on key issues affecting market women developed and presented to decision makers**

2.2.1 50 market women participate in development of proposals on key issues

2.2.2 4 District, 1 National legal/policy proposals submitted by market women agencies to local government and/or MPs/parliamentary committee

### **Outcome 3: Increased economic empowerment and resilience of women market vendors in the selected markets**

3.1 400 direct (1200 total) market women with improved business functioning due to linkages with peers or other business influencers

#### **Output 3.1: Women market vendors diversifying and/or increasing incomes through new business/ marketing skills**

3.1.1: 240 market women with improved business skills

**Annex 2: Evaluation Report Content**

**Cover Page**

**Table of contents**

**Executive Summary:**

**Acronyms:**

**Section One:**

*Organizational background:*

*Project Background:*

*Purpose of Evaluation:*

*Specific Objectives:*

*The Scope:*

**Section Two:**

*Approach and Methodology:*

*Sample selection and size*

*Data Collection process*

*Limitations of the methodology*

**Section Three:**

***Findings:***

*Introduction:*

***Presentation of Achieved Results:***

*Outcome 1:*

*Outcome 2:*

*Outcome 3:*

**Discussions:**

*Relevance:*

*Effectiveness:*

Civic and Political Participation of Market Vendors  
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*Efficiency:*

*Coherence:*

*Sustainability:*

*Impact trend:*

**Section Four:**

***Conclusion and Recommendations***

*Conclusion:*

*Recommendations and Lessons Learnt:\**

***Conflict of Interest***

**Appendices:**

List of Respondents:

Data collection tools

Copy of ToR

Any other relevant documents.

**\* Recommendations and Lessons Learned:** This is the space for the evaluation team to think about the data and results, and make concrete recommendations for current or future programme improvements, drawing out lessons learned and generally commenting on data and results. Please include a section summarising critical factors affecting the success (or otherwise) of the project. All information presented in this section should be directly linked back to the information presented in the Results section of the report.

## APPENDIX F: OTHER TABLES

Table 4: Distribution of respondents by market

| Market Association                             | Indirect Beneficiaries | Direct Beneficiaries | Total     |
|--|------------------------|----------------------|-----------|
| <b><u>LIRA MAIN MARKET</u></b>                 |                        |                      |           |
| Fresh Fish Dealers                             | 0                      | 1                    | 1         |
| Crafts 90 (Taka Taka)                          | 5                      | 4                    | 9         |
| Fresh Food                                     | 3                      | 4                    | 7         |
| Kitchen Wares/                                 | 1                      | 1                    | 2         |
| Kitchen And Restaurants                        | 5                      | 2                    | 7         |
| Tailors And Textile                            | 1                      | 0                    | 1         |
| General Merchandise                            | 1                      | 2                    | 3         |
| Vegetables                                     | 6                      | 2                    | 8         |
| Lango Fish Farmers                             | 6                      | 1                    | 7         |
| <b>Total</b>                                   | <b>28</b>              | <b>17</b>            | <b>45</b> |
| <b><u>OMODO</u></b>                            |                        |                      |           |
| Taka Taka                                      | 5                      | 7                    | 12        |
| Restaurant                                     | 5                      | 1                    | 6         |
| Vegetable                                      | 5                      | 5                    | 10        |
| Smoked Fish                                    | 5                      | 2                    | 7         |
| <b>Total</b>                                   | <b>20</b>              | <b>15</b>            | <b>35</b> |
| <b><u>KALIRO MAIN MARKET</u></b>               |                        |                      |           |
| Buyunga Traders Development Association        | 2                      | 3                    | 5         |
| Kaliro Central Market Fish Traders Association | 1                      | 1                    | 2         |
| Oyiize Mpola                                   | 1                      | 1                    | 2         |
| Basooka Kwavula                                | 3                      | 8                    | 11        |
| <b>Total</b>                                   | <b>7</b>               | <b>13</b>            | <b>20</b> |
| <b><u>NAMWIWA MARKET</u></b>                   |                        |                      |           |
| <b>Namwiwa Main Market Vendors</b>             | <b>14</b>              | <b>5</b>             | <b>19</b> |

Table 5: Knowledge questions to determine Outcome 1

| Question | I don't know how to do this. | I have been trained on this | I can do this with help from someone else | I can do this on my own | I can do this on my own and teach someone | I have done this or led my fellow vendors to do this |
|----------|------------------------------|-----------------------------|---|-------------------------|---|--|
|          |                              |                             |   |                         |   |  |

|   |  |  |  |  | else how to do this |  |
|---|--|--|--|--|---------------------|--|
| I can identify the big issues/problems faced by people in the market                      |  |  |  |  |                     |  |
| When I see a problem, I can articulate the change I want to see to solve the problem      |  |  |  |  |                     |  |
| When it comes to solving a problem, I can identify my supporters and detractors           |  |  |  |  |                     |  |
| I can develop a plan for how we are going to move forward to raise the issue of a problem |  |  |  |  |                     |  |
| I can take action that is needed when a problem in the market needs to be solved          |  |  |  |  |                     |  |
| I can evaluate our plan of action to look at what we did well and what we did not do well |  |  |  |  |                     |  |
| I know how to prepare communication for my fellow vendors                                 |  |  |  |  |                     |  |
| I know how to prepare for an interview with the media                                     |  |  |  |  |                     |  |
| I know how to plan for and draft a press release for the media                            |  |  |  |  |                     |  |