

## Annex B: PROJECT PROPOSAL

### Template Project proposal

#### APPLICATION FOR PROJECT FUNDING IN THE PROMOTION/PROTECTION OF THE CIVIC SPACE

**PROJECT NAME:** CIVIC AND POLITICAL PARTICIPATION OF WOMEN MARKET VENDORS IN KALIRO AND LIRA DISTRICTS, UGANDA

**AMOUNT REQUESTED:** 249,970 euros

**DURATION:** 24 months

**DATE OF INTRODUCTION:** 13<sup>TH</sup> AUGUST 2021 (latest version introduced)

#### **1. Organization**

- full name: APT Action on Poverty abbreviation: APT
- legal status: UK Registered Charity (Charity registration number: 290836)
- official address: Nicholas House, Heath Park, Cropthorne, Worcestershire, WR10 3NE, UK
- address for correspondence (if different from the official address): N/A
- representative (name and function): Alex Daniels, Chief Executive
- website: www.aptuk.org.uk
- contact person: Alex Daniels telephone: +441386861294
- cell phone: +447577086993 email: alex.daniels@aptuk.org.uk

#### **2. Bank data**

- name of the bank: CAF Bank Ltd
- bank address: 25 Kings Hill Avenue, West Malling, Kent, ME19 4JQ, United Kingdom
- account number / IBAN (EU): GB18CAFB40524000011922
- bank holder: APT Action on Poverty BIC / SWIFT: CAFBGB21XXX
- Reference to be included when payments are executed: APTPLA Civic space

#### **3. Motivation (Relevance)**

Context: Market vending employs up to 90% of Uganda's urban population, and women vendors form the vast majority. According to the ILO, over two-thirds of urban women in Africa work in the informal sector mainly as vendors, often because this activity is the only option available to them to earn an income. The work blends very well with women's domestic reproductive roles due to its flexibility, low cost of entry and low skills requirements. Gender discrimination and normative expectations about women's roles in society in Uganda also limit girls' access to education and confine women to low income activities. The Market Act of 1942 is outdated and whilst a Bill has been presented it fails to consider women's needs or voice on any issue including setting up of markets, fee structure, leadership and urgently needs to be engendered by the active participation of women market vendors.

Problem statement: A 2015 study by the Institute for Social Transformation in selected markets of Uganda found a glaring gap and absence of women in formal leadership of markets due to: limited access to political information, leadership training and nurturing spaces; scepticism and mistrust of women's ability to lead; stereotypes about women's role in society which prejudice both men's and women's preconceptions regarding women's leadership ability and right to lead; and limited networks, contacts and social experience of women working as market vendors. The women also reported that there were no platforms to voice their concerns, needs and priorities as market vendors. Women market vendors have little or no collective representation vis-à-vis employers or public

authorities, which further increases their vulnerability. Although the 2015 study found that market women usually organise themselves into different informal groups and associations for savings and credit purposes, it was found that civic participation and involvement in different governance aspects within the market and decision making were not part of the group activities. This is a critical gap and missed opportunity, leaving women market vendors without a platform to voice their concerns and grievances to the market administration. The absence and exclusion of women in leadership, management and decision-making spaces of the markets has resulted in a lack of gender-sensitive decisions, laws and rules that are responsive to women's unique needs. This includes frequent rights abuses and violence against women in the markets, restricting their full economic development and participation in democratic processes. This has been exacerbated by COVID-19, with increased incidences of violence against female informal sector workers and a lack of gender sensitive strategies to mitigate the impact of lockdown restrictions on women (Uganda Women's Network). One of the greatest barriers facing women market vendors and preventing their full economic participation is the fees that they are required to pay on a daily basis, including market dues, off-loading fees, ground rent, rental fees and security fees among others. This poses a significant financial burden to women market traders, who also reported that they have to pay monthly charges alongside payments for every sack of items brought into the market every day. The market women noted that the constant change in market dues without consulting the vendors (particularly women) was a huge economic challenge, overstressing their minimal capital, sales and savings and often unable to run or grow their businesses. In both Kaliro and Lira districts, women make up the largest share of market vendors but lack representation amongst leadership and are without a platform to express their concerns. Unlike other districts they lack support by other women's networks. Previous work by PLA promoting civic and political participation of women and youth in the informal sector in Uganda included work in Kaliro and Lira and enabled PLA to obtain greater understanding of the problem and views from women vendors. Information has also been drawn from discussions with market vendors in PLA's provision of legal aid support to address disputes arising within and outside markets.

Relevance to call criteria: This intervention will focus on increasing citizen participation and active citizenship (civic participation) of women market vendors, who are traditionally excluded from decision-making spaces and lack the skills, confidence, leadership and voice to hold duty bearers to account. The action will use a rights-based approach to enable women market vendors to collectively advocate for their rights through the creation of market women's agency, promote active citizenship and combat the marginalisation that women face whilst cultivating their social, economic and political empowerment. Supported by PLA/APT's experience, open dialogue will be fostered between the market women and market administration, district duty bearers, line ministries and members of parliament to create meaningful opportunities for civic participation among market women vendors.

#### **4. Objectives** (Effectiveness)

**General objective:** 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 will contribute to the fulfilment of women's rights and sustained economic and social empowerment including reduced financial and physical abuse.

**Specific objectives:**

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

**Target groups (number and type):** 4000 targeted market vendors (90% women); 200 duty bearers (Market leaders, District Officers-local Government, Ministry of Trade, Industry and Co-operatives, parliamentary committee members); approx 10,000 women market traders reached more widely (to be confirmed in mapping).

#### **5. Activities and Strategies** (Efficiency)

Developed strategies (theory of change): The logic of this project is premised on the evidence that female market vendors are systemically excluded from civic and political spaces, and decision-making within them, due to unequal power dynamics and deeply engrained gender norms. Improving civic and political participation of female market vendors requires establishing understanding of their rights and entitlements amongst the women as rights holders, and the obligations of duty bearers to respond to and fulfil those rights. Spaces for open dialogue between

rights holders and duty bearers must be created to enable this. Broader awareness raising on women's rights to lead is also required to challenge and change attitudes (including amongst men) and build cultural acceptance of women leaders. This is supported by livelihood improvement/diversification strategies which consolidate women's ability to defy stereotypes and earn them respect from male traders and leaders. This will strengthen female market vendors as civil society actors, building their socio-economic resilience and increasing their participation as active citizens with individual and collective voices. As 90% of the leadership in markets are men the context analysis and awareness activities will also interact and reach out to men in markets and at district and national level. The logic underpinning each of the outcomes is as follows:

• **Outcome 1: Market women empowered through transformative leadership skills and 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 intervention will encourage men and women to reconsider their gendered perceptions around 'what makes a good leader'. Collective problem-solving approaches will 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. An improved understanding of the legal frameworks which govern the markets will enable 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 will enable the women to advocate for their needs. PLA and her network are well placed to support market women's action at local and District levels and to carry their voices to National level targets. Amplification of women's voices through media platforms will sustain the momentum for change.

• **Outcome 3: Increased economic empowerment and resilience of women in the selected markets:** building on the increased capacity of their groups and associations, the market women will be supported to identify opportunities to diversify and grow their incomes according to their needs, including new market opportunities. This component will encourage women's participation in civic strengthening outcomes 1&2, as it will provide an additional incentive to join the intervention, whilst reducing their economic vulnerability. Evidence from previous projects demonstrates that the combination of strengthened rights, strong associations with peer-to-peer support and economic skills development is powerful in catalysing lasting change for vulnerable women.

Key assumptions are:

- Market women vendors are willing and able to undergo training and collectively associate to influence change and hold leaders to account.
- Duty bearers (market administration and political leaders) show willingness to change their practices and are receptive to the views and issues put forward by the market women's agency.
- Political environment remains stable so that line ministries and members of parliament can be engaged in open dialogue, without compromising the safety of the women's groups.
- COVID-19 pandemic is kept under control such that markets remain open and skills development/income-generating activities can be pursued.

Planned activities

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

**Output 1.1 Strategies developed from improved knowledge of gender power relations and democratic processes.** This will be achieved by mapping and onboarding existing women's groups and networks in the selected markets. Action-based participatory gender power and leadership analyses/social audits will be conducted in the markets, which will examine dimensions of identity, marginalisation and gender relations with respect to civil and political participation in leadership and decision-making processes of the markets. Innovative packaging of analysis findings through visual audio, drama and information sheets in English and in local languages (Lusoga and Langi) will raise awareness among women and men on women's rights to participate in decision-making and the barriers faced. Dissemination and awareness meetings with key district stakeholders and market leaders (90% male) will give women the opportunity to share the findings and generate the momentum for action. Women



1.1.4 Dissemination & awareness meetings with district stakeholders, market leaders								
1.1.5 Facilitate market women's groups to develop problem trees using the findings of the analysis								
1.1.6 Annual group progress review meetings								
1.2.1 Train 100 market women in transformative leadership skills								
1.2.2 Quarterly mentoring leadership sessions for women leaders								
1.2.3 Awareness raising on civil and political participation with market women groups and peer-to-peer awareness sessions								
1.2.4 Bi-annual learning events for women leaders								
2.1.1 Convene awareness sessions on existing legal frameworks on market administration/management								
2.1.2 Consultative meetings with market women to review legal and policy reforms, consolidate views								
2.1.3 Package information on women's views as tools for engagement of line ministries, leaders								
2.1.4 Facilitate market women to convene engagement meetings with government to share views on legal reforms								
2.2.1 Bi-annual consultative meetings for market women on issues affecting their operations, develop issue papers								
2.2.2 Bi-annual accountability forums to present issue papers								
2.2.3 Feedback sessions to monitor progress against issue papers								
3.1.1 Participatory assessment of business development services needed by women market vendors								
3.1.2 Group sessions on business and income diversification								
3.1.3 Carry out quarterly sensitisation sessions for women market vendors to learn new skills								

Organisational capacity: past results & lessons learned (ongoing projects/programmes)

This project will build on current and previous work undertaken by both APT and PLA and on the learning and strategies derived, particularly on strengthening the rights of vulnerable women in the informal sector. APT's partnership with Platform for Labour Action (PLA) has already delivered the highly successful 'Rights & Better Livelihoods for Women and Girl Domestic workers in Uganda' project (Comic Relief, 2012-2015 £332,559). Through this project, the number of domestic workers accessing legal services and knowledge on their rights & responsibilities increased from 347 to 7,114 (target 5000), from baseline data which indicated that 82% of domestic workers were not aware of their rights. The final external evaluation noted that the project not only created widespread visibility of a group of workers which was previously hidden in civic spaces, but was also "effective and impressive in raising the awareness of the rights of domestic workers and made them a familiar notion through training, community sensitization and also through the media." 61 mutual support and savings groups were created, enabling domestic workers to access other income sources and collectively confront challenges. A standard employment contract was developed with recruitment agencies and the first Domestic Workers' Association in Uganda established, which has acted as a unified voice for domestic worker advocacy long after the project finished. Similar approaches will be used in this project to establish a market women's agency, which will provide a platform for women market vendors to secure their rights to associate, engage and influence change on issues affecting them in the operation of the markets and wider legal reforms of the market administration. Previous work by PLA (funded by UNDEF through UNDP) "Promoting Civic and Political Participation of Women and Youth in the Informal Sector in Uganda" UDF-08-237-UGA 2010-2012 in Iganga, Kaliro, Bugiri, Dokolo, Lira and Amolatar enabled deeper understanding of the problem from women vendors, and the potential impact of the work – the evaluation indicated increased confidence and participation in political and civic leadership, a sustained knowledge base and further debate about political and civic responsibilities and obligations. Lessons learned are integrated into this proposal.

## 6. **Partners** (Synergy and complementarity)

### Partners and their added value

APT Action on Poverty (APT) is a UK-based international NGO which has been working on rights and livelihoods for vulnerable groups in Africa since 1984. APT aims to transform the lives of the poorest and most vulnerable people through economic empowerment and social change, with a focus on understanding and accessing rights, and developing livelihoods for marginalised groups – women, young people and people with disabilities. APT has a wealth of experience in supporting and managing projects of a similar size, specifically aiming to secure equal access to rights for women. APT has worked in Uganda for over 30 years, and currently has 2 projects in Uganda: one with PLA on eradication of child labour in Greater Kampala metropolitan area and Busoga sub-region (Kaliro, Bugiri and Iganga districts); and as technical support to an EU project in Uganda and Kenya improving the implementation of the Convention of the Rights of People with Disabilities with specific focus on women with disabilities. Both projects have a strong emphasis on supporting marginalised groups to participate in civic space, working in collaboration with both rights holders (and organisations that represent them) and duty bearers.

Platform for Labour Action (PLA): PLA was selected for their specific expertise in Uganda in civic participation and because APT has a strong long term relationship with PLA with two female Directors with mutual values. APT's experience of developing social and economic transformation for a range of marginalised groups, including vulnerable women, is well complemented by PLA's experience in securing women's legal rights and political participation. Since 2004, PLA has led advocacy to promote the rights of marginalised youth and women in Uganda and as such is extremely well connected with women's rights and political networks in Uganda. PLA is the only legal aid service provider in Uganda that directly targets the informal economy and low-income earners, with 20 years' experience in handling vulnerable and marginalised children, young people and women undertaking advocacy activities to promote their rights and protect civic space. PLA operates across the Central, Eastern and Northern regions with 38 staff. APT and PLA have jointly designed this project, combining respective strengths and expertise. APT will provide technical support and problem solving, specific training where required and requested according to PLA's organisational development needs e.g. updates on safeguarding, disability inclusion, financial monitoring, MEL, and reporting assistance. PLA will be responsible for project implementation in Uganda in line with agreed proposal and plans.

### Synergy and complementarity with other interventions

APT/PLA's current project (Norad, £861,307, 2021-2023) on the eradication of child labour, complements the proposed intervention as there is some overlap with the target districts, where strong relationships with duty bearers, e.g. local council leaders, have already been established by PLA in current and previous work. PLA have developed strong linkages with the Norwegian Embassy for this project and would be well placed to build similar linkages with the Belgian Embassy. The project will complement other actions funded by the Belgian Development Cooperation and link up with relevant projects to share learning and experiences, including the implementation of the 'Skilling Uganda Strategy' for the economic empowerment components. Links will also be established with relevant Belgian NGOs implementing the Non-Governmental Cooperation Program, particularly Avocats sans Frontières to share legal expertise, best practice and avoid duplication of activities. The team will link with Konrad Adenauer Stiftung/ACFODE and can contribute engendered approaches with the Project "Action for Strengthening Good Governance and Accountability in Uganda" (a broad program without a focus on women) in 11 districts (funded by the European Development Fund). PLA is also implementing a project entitled legal aid for vulnerable and marginalized persons 2018-2021, which complements the proposed intervention through legal aid services to market women vendors with legal disputes that affect their participation in the markets.

## 7. **Impact and sustainability**

This project will directly target 4000 market vendors (90% women) and build their civic and political participation for improved management and administration of markets, to better met their needs and access their rights - including reducing financial and physical abuse. By including women's needs and perspectives in ongoing legislation development on markets the impact is expected to reach many other women market vendors in the long term; increased civic participation and leadership skills of women is anticipated to impact different aspects of the targeted women's lives.

The APT/PLA approach ingrains community ownership as a building block for sustainability, with beneficiaries leading the development of the project from inception. A strong and empowered network of women market vendors with agency will continue to function beyond the project period. Female market leaders will be selected and trained in leadership skills to coordinate their support groups and influence the governance of the markets. The peer training approach has been proven to be highly successful with women working in the informal sector, building local ownership, capacity and a sustainable mechanism for continued mentoring and support. As well as being a key tool in reaching vulnerable and marginalized groups with information peer education carries with it a long-term multiplier effect that contributes to sustainability. This learning will be incorporated into this intervention through the training and establishment of knowledgeable and vibrant leaders of women market vendors. The impact will spill over to other social and political avenues beyond the markets, with increased participation of the women in civic and political spaces to exercise their rights and influence. For economic sustainability, women market vendors will have diversified skills and value addition to enable them to maintain their operations and reduce their vulnerability, alongside active participation in democratic processes. Groups provide platforms for in-depth discussions and sharing of issues, positive and supportive networks for a common good which will be carried forward in the networks of women market vendors.

8. **Donor visibility:** Signboards acknowledging the donor contribution will be displayed in key project locations, including the field office and meeting points within the markets. Stickers will be attached to all equipment purchased by the project. Donor funding will be acknowledged in external communications related to the project, including publications, social media posts and media (radio/TV) programmes.

9. **Monitoring methods:**

Logical framework

Narrative summary	Verifiable indicators	Final Target	Means of Verification	Assumptions
Goal				
To increase civic and political participation of women market vendors in Kaliro and Lira districts, Uganda.	<ul style="list-style-type: none"> <li>No. of practices, plans and/or policies introduced or improved which sustainably increase civic and political participation of women market vendors</li> <li>Impact of civic participation on selected practices e.g. % reduction in abuse, % reduction of fee payments</li> </ul>			
<b>Outcome 1:</b> Market women empowered through transformative leadership skills & civic participation	% of market women with improved knowledge, skills and values in democratic leadership.	70% (2,800)	Purposive Survey	
Output 1.1: Strategies developed from improved knowledge on gender power relations and democratic processes	% of target women knowledgeable about gender power relations and democratic processes within their markets.	80% (3,200)	Purposive Survey	Market women vendors are willing and able to undergo training and collectively associate to influence change and hold leaders to account.
	No. of change agencies (network/groups/associations) i) mobilized to develop strategies ii) sharing progress, feedback at annual reviews	4	Quarterly & monthly reports	
Output 1.2: Enhanced knowledge and skills of	No. of market women with improved skills in transformative leadership and civic participation.	100	Quarterly/ monthly reports, attendance lists	

market women in transformative leadership	No. of market vendors aware of civil and political participation	4,000 (10% m)	Qtly/monthly reports, attendance lists	
<b>Outcome 2:</b> Market women's agency active and meaningfully influencing decision-making at national, district and local levels	% of supported market women agencies demonstrating increased engagement and influence with decision makers (local government, MPs, parliamentary committee) handling reforms.	70%	Monitoring and Evaluation Records	
Output 2.1: Market women collectively generate and share calls to action to influence legal reforms of market management and administration	No. of market women aware of legal framework on market administration/management.	240 market women	Activity/ Qtly reports, attendance lists	<ul style="list-style-type: none"> <li>• Duty bearers show willingness to change their practices and are receptive to the views and issues put forward.</li> <li>• Political environment remains stable so line ministries, MPs can be engaged in open dialogue.</li> </ul>
	No of consultative meetings of market women to review and consolidate their views on legal/policy reforms on market administration & management.	8	Activity reports, attendance lists, Quarterly reports	
Output 2.2: Proposals/Papers on key issues affecting market women developed and presented to decision makers	No. of market women who participate in development of proposals on key issues	50	Activity reports, attendance lists.	
	No. of legal/policy proposals submitted by market women agencies to local government and/or MPs/parliamentary committee.	4 District 1 National	copies of legal and policy proposals	
<b>Outcome 3:</b> Increased economic empowerment and resilience of women market vendors in the selected markets	No of market women with improved business functioning due to linkages with peers or other business influencers	400 direct (1200 total)	Purposive Survey	Market women will be willing to participate in assessment of business development services and group sessions
Output 3.1: Women market vendors diversifying and/or increasing incomes through new business/marketing skills	No of market women with improved business skills.	240	Activity reports, attendance lists,	
	No of market women with increased incomes of at least 20%	180	Activity reports, attendance lists,	

Beneficiaries and stakeholders will feed into a detailed monitoring and evaluation results framework with indicator and activity tracking, data source, data collection tools (detailing who, how and when). This will be integrated with PLA's existing M&E system and Legal Aid database. Baseline information will be gathered during the initial audit mapping and prior to activities where appropriate. Quantitative and qualitative information disaggregated by gender, age, disability and location will be collected. Quarterly case studies of market women, stories of change, focus group discussions, key informant interviews and triangulation of data will enable data validation and qualitative analysis. For validity and transparency, quality checks (monthly monitoring visits, spot checks) and data collection will be overseen by the M&E Officer, PLA HQ and APT PM. An online tool will be used for data collection will assist remote monitoring and verification if travel is limited due to COVID. Data is analysed at PLA monthly management meetings and adaptations/alterations discussed; then fed back and discussed with stakeholders. A final participatory evaluation will assess changes, impact of different strategies, sustainability, recommendations and plans for scale up. APT PM will review data/reports quarterly and feed back to PLA.

#### **10. Detailed Results-Based Budget (Efficiency)**

There is no funding requested or obtained for the same project from any other donor.



<b>Summary Budget: Civil and Political participation of Women Vendors - 2 YEAR Budget</b>		
<b>Staffing</b>	ER: 1 Euro to 4100 Ushs	<b>Total cost</b>
	Executive Director-10% FTE	11,707
	Manager programs-20% FTE	10,537
	Senior Accountant-20% FTE	10,537
	M&E officer- 24% FTE	8,780
	2 Project officers - 100% FTE	23,415
	NSSF Contribution & Medical insurance contribution	6,498
	APT Programme Manager - 22% FTE	17,090
	APT Finance Manager - 5% FTE	3,884
	<b>Total project staff costs</b>	<b>92,447</b>
<b>Outcome 1: Transformative leadership skills &amp; civic participation</b>		
1.1.1	Inception meetings	4,176
1.1.2	Women's Networks & Groups mapping	276
1.1.3	Gender Power & Leadership Analysis; Social audits	6,790
1.1.4	IEC: audio visuals, drama, info sheets	3,780
1.1.5	Dissemination & awareness meetings (District stakeholders, market leaders/	5,107
1.1.6	'Problem tree' training with 4 Market groups/Networks	2,652
1.1.6	Annual group meetings in Districts for collective review	5,060
1.2:1	Training in Leadership, participation, representation, advocacy, governance	15,497
1.2:2	Quarterly leadership mentoring sessions	10,860
1.2:3.	Peer to peer civil & political awareness raising sessions	1,908
1.2:4	Linking and learning events for market women group leaders	9,147
<b>Outcome 2: Women's agency influencing decisions - national, district, local</b>		
2.1	Awareness sessions on legal framework of Market Admin'n & Management	5,321
2.2	Consultative meetings to review policy reforms at National level	9,889
2.3	IEC for reporting and sharing by market women	3,780
2.4	Engagement meetings (District leadership, Min. Local Government, Parliament	7,638
2.5	Publicity through Radio, TV and Social Media	1,293
2.5	Accountability forums presenting issues/papers to stakeholders	2,978
<b>Outcome 3: Economic empowerment and resilience of women vendors</b>		
3.1	Business Development Services Assessment	2,476
3.2	Business and income marketing, linkages & diversification training	1,370
<b>Other</b>		
4.1	Monitoring and Evaluation - Bi annual exercise	9,306
4.2	Monitoring and Evaluation Visits/External Evaluator Support	11,755
5.1	Running and operational costs: Rent, security, vehicle maintenance	10,537
5.2.	Running and Operational Costs: Utilities, Comms, Sundries, bank charges	6344
	<b>Total direct costs</b>	<b>230,387</b>
	Administration (UK) 8.5% Proportion of Rent, utilities, comms, insurance,	19,583
	<b>Total project costs</b>	<b>249,970</b>

## 11. Risk analysis

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation strategy</b>	<b>Overall rating</b>
Resistance from duty bearers/local leaders due to lack of political or de-prioritisation of project (e.g. due to COVID-19)	Medium	Medium	Good knowledge of governance structures, PLA experience of working with them. Stakeholder consultation & sensitisation from the beginning through district inception meetings to introduce the project, approach and how the project feeds into district plans. Collaboration with leaders on workplan/different forums to fit within their commitments.	Low
Further/repeated lockdown measures due to COVID-19 pandemic cause unpredicted impacts on project delivery (e.g. due to isolation, movement restrictions, fear of the virus and access)	Moderate	High	Plans adapted as appropriate to achieve targeted outcomes. PLA experienced in effective safe functioning & remote facilitation. Food vendors (2 of 4 groups) still allowed to operate in lockdowns. Situation constantly tracked and reviewed. NGO workers issued travel permits to move between districts. Despite restrictions awareness activities still possible e.g. use of mobile SMS (PLA has a system for this), megaphones, toll-free line for advice, radio programmes and phone-ins.	Medium
Prevention of international travel due to COVID-19 extended beyond project start: Support from APT hindered	Medium	Medium	PLA is a known and trusted partner which is currently/has previously delivered on similar projects. APT adapts to provide technical assistance, due diligence, monitoring inputs remotely through virtual platforms. APT can also work with other Ugandan partners/consultants to provide support if necessary.	Medium
Project or stakeholder staff abuse their position while working with target groups, and harm or exploit beneficiaries	Low	High	Both PLA & APT have rigorous safeguarding policies in place. Staff are committed to & familiar with procedures. Safeguarding procedures continuously updated with developing best practice including COVID-19 context. Safeguarding refresher training for staff and group leaders.	Low
Fraud: Misuse of funds by project staff, volunteers, or any stakeholder on the project	Low	High	Rigorous anti-fraud policies and financial controls in place with known & trusted partner. APT will carry out financial spot checks remotely/ in person& develop new requirements to address additional risks due to remote monitoring.	Low
Deeply engrained attitudes difficult to change within 2 years	Medium	High	Project will create platforms for women's engagement that will last beyond the 2 years – evidence from previous work shows that this can be sustained. Peer-to-peer support is effective in supporting this.	Medium
Lack of willingness/time to participate by market women	Medium	Medium	Economic development component with practical training opportunities will provide an incentive to join. Participatory, consultative approach led by women's needs and responsibilities.	Low
Political instability prevents government engagement or puts staff/target groups at risk	Medium	Medium	Close monitoring by PLA. Close contact and relationships with security officers in the regions of operation. PLA will also maintain her non-partisan stance.	Low

## Annexes

- Statutes of the organization
- A copy of the last annual financial accounts
- A copy of latest audit report