



**REPORT ON THE ANNUAL PERFORMANCE EVALUATION OF NETWORK
OF KEY POPULATION SERVICE ORGANISATIONS (UNESO) FOR THE
YEAR 2023**

10th May 2024

2024

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ACRONYMS

AGYW	:	Adolescent Girls and Young Women
AHA	:	Anti-Homosexuality Act
CSO	:	Civil Society Organization
DCDO	:	District Community Development Officer
DCO	:	District Communication Officer
DHE	:	District Health Educator
DHO	:	District Health Officer
HRAPF	:	Human Rights Awareness Promotion Forum
KPs	:	Key Populations
MARPI	:	Most at Risk Population Initiative
SW	:	Sex workers
TOR	:	Terms of Reference
UNESO	:	Network of Key Population Service Organizations LTD

DEFINITION OF KEY TERMS

Definition of key terms

Evaluation A rigorous and independent assessment of either completed or on-going activities to determine the extent to which they are achieving stated objectives and contributing to decision making.¹

Sex work Negotiation and performance of sexual services for remuneration ¹

1. Where the price of services reflects the pressures of supply and demand. ²
2. where those services are advertised or generally recognized as available from a specific location
3. with or without intervention by a third party

Sex Worker Sex workers include “female, male and transgender who receive money or goods in exchange for sexual services, either regularly or occasionally...”³

Performance evaluation Performance evaluation is a systematic process of assessing the performance of individuals, teams, programs, or organizations against predetermined objectives or goals. It involves the collection, analysis, and interpretation of data to evaluate the effectiveness and efficiency of performance, as well as identifying areas for improvement.

¹ UNDP (2009). Handbook on planning, monitoring and evaluating for development results

² The Network of Sex Work Projects and Jo Bindman, (1997). Report "Redefining Prostitution as Sex Work on the International Agenda"

³UNAIDS (2009). UNAIDS Guidance Note on HIV and Sex Work

EXECUTIVE SUMMARY

The year 2023 was UNESO's 4th year of her 5 year strategic plan (2020 - 2024). The organization carried out an independent annual evaluation for the year 2022/2023 to generate evidence, lessons and inform decision making in channeling efforts towards critical priority interventions for the year 2024, as well as using evidence generated, to gain and guide general delivery of her program for better results. A non-scientific evaluation design was used. Data was collected through a review of existing documents and primary data was collected from member organizations across the country, district officials where UNESO had engagements with the district, UNESO partners, Facilitators, staff and Board member.

The demographic characteristics of the member organizations' respondents where the majority were Executive Directors was extracted. The majority of the respondents i.e. 42% were between the ages of 30 -39. About their Education level, 38% had studied up to ordinary level while 42% had studied up to tertiary level this means that most of them had attained a good level of education. As far as employment status is concerned, only 21% relied on sex work only while the 79% had other businesses or employed somewhere and at night they would join sex work.

Over performance, there was commendable performance in Thematic area one, two and five while with Thematic area three, a few activities were implemented by UNESO. Most of the activities were done in partnership with other Partners. As an organization UNESO did well in thematic area 4 where the organization managed to raise resources for her operation, however, raising resources on behalf of her members was a challenge. Thematic areas 6 was the most underperformed intervention for UNESO as she could not support her members during the time of emergencies.

The respondents from the member organizations acknowledged that UNESO programs especially the capacity building programs in human rights and advocacy trainings played an important role in meeting their needs and priorities

One of the greatest challenges that faced the organization was the unfriendly environment for Key populations and sex workers in particular leading to the changing work land scape. This affected the safe space for sex workers while causing the delays in program implementation and holding of funds, some donors had speculations about the reaction of security after the passing of the act. This affected the timely implementation of most of the planned activities.

There has been a number of success factors that have contributed to the successful performance of UNESO during the year 2022/2023 some of which include the tremendous effort in resource mobilization coupled with effective utilization and reporting which has led to the attraction of funds and donor maintenance; partnership building; staff and membership commitment; capacity building of members and members willingness to survive in the unfriendly legal environment.

One of the outstanding innovation by UNESO was opening up a Conversation into legal compliance which was forming a basis of closure of the KP organizations . This was an eye opener to member organizations which made them start engaging in compliance efforts otherwise a number of them would have been closed.

One of the best practices for the year were the Research on sex workers human rights violations, Documentation, publication and dissemination of the research findings especially on-line; the Procuring and establishing of the UNESO 'Home' -offices an idea towards sustainability as well as walking members into legal compliance.

The lessons learnt during the year 2022-2023 include:-Research, Documentation, publication and dissemination made UNESO more visible among partners. It was also observed that most sex workers led organizations do not comply with the legal and statutory obligations as was observed during the legal compliance conversation. It is possible for Sex workers to learn to co-exist with the current laws. And on the side of operations, having a well-documented and up-to-date risk management plan and staff members oriented in risk management is critical in risk preparedness

1.0 INTRODUCTION AND BACKGROUND

1.1 Introduction

UNESO concluded the 4th year of her 5 year strategic plan (2020 - 2024). Implementation of the strategic plan is translated into annual work plans. A work plan was developed for the year 2022/2023. And activities were implemented accordingly. The organization carried out an independent annual evaluation for the year 2022/2023 to generate evidence, lessons and inform decision making in channeling efforts towards critical priority interventions for the coming year, as well as using evidence generated, guide general delivery of her program for better results. This report presents the findings of the evaluation exercise.

The report is structured in three (3) sections:

Section 1: Gives the introduction and background to the review, the purpose, objectives, as well as its approach and methodology.

Section 2: Presents the evaluation findings that highlight the extent to which UNESO addressed the needs and priorities of its target beneficiaries in the year 2022/2023; the status of attaining UNESO 2022/2023 planned results (achievements and gaps vs targets), as well as the success factors for UNESO performance in 2022/2023. It further presents the innovative and best practices implemented by UNESO, as well as lessons learnt in 2022/2023 and their contribution to UNESO'S results in 2022/2023.

Section 3: provides the challenges faced in implementing UNESO program in 2022/2023 as well as the evaluation's recommendations towards improving UNESO's program performance in 2022/2023

1.2 UNESO'S WORK

Network of Key Population Service Organizations Ltd, which is commonly known as Uganda Network of Sex Worker-led organization (UNESO) was established in 2015 with a country wide mandate to provide systematic and all-inclusive coordination structure for sex work organizations and support groups in order to play advocacy, policy and decision-making roles in the sex work movement

The overall goal of UNESO is to build a vibrant and resilient movement of informed sex workers who claim their rights at a personal and societal level to enable a safe environment for sex workers in all diversity.

UNESCO's strategic objectives

- i. To strengthen the functionality of governance and management structures of UNESCO and member organizations to deliver their mandate.
- ii. To improve the functionality of the coordination and capacity building of UNESCO and member organizations
- iii. To enhance knowledge management, partnerships and evidence based advocacy for an enabling environment for sex workers in all diversity.
- iv. To strengthen resource mobilization and sub-granting member organizations for their sustainability.
- v. To strengthen wellness of UNESCO and leaders of member organizations to be able to mitigate the impact of challenging and harsh environment
- vi. To create an emergency response mechanism for sex worker advocates and human rights defenders

UNESCO's programmatic approach is divided into 6 strategic thematic areas namely:

Strategic theme 1: Governance and management development

Strategic theme 2: Coordination and capacity building/enhancement

Strategic theme 3: Knowledge development, Advocacy, and partnership

Strategic theme 4: Resource mobilization and sub-granting of member organizations

Strategic theme 5: Advance the wellbeing and wellness of its members

Strategic theme 6: Emergency response mechanism

Main Goal :The overall goal of UNESO is to build a vibrant and resilient movement of informed sex workers who claim their rights at a personal and societal level to enable a safe environment for sex workers in all diversity

Strategic Theme 1:

Governance and management development

Governance and leadership development

- Conduct the capacity needs assessment of the BOD
- BOD capacity building training/coaching /mentorship
- Convene Quarterly BOD meetings and annual retreats.
- Development and Review of BOD related policies
- Develop a BOD performance Evaluation tool
- Conduct periodic review of BOD performance.
- Convene Annual General Meetings

Strategic Theme 2:

Coordination and membership capacity enhancement

Partnership and networking

- Mapping organizations, stakeholders, individuals and partners.
- Engaging district, regional and national stakeholders
- Convene coordination meetings with strategic partners and stakeholders.
- Develop partnership and coordination guidelines charter
- Nurture international partnerships with human rights organization
- Attending international conferences, south and south learning at international level
- Nature partnerships with institutions of research and learning
- Participate and represent local, national, regional and international workshops, conferences, symposiums

Strategic Theme 3:

Knowledge development, advocacy, and partnership

Knowledge management

- Conduct research and baseline assessments
- Support Publication and dissemination of information
- Develop and manage a sex worker centralized information Management system
- Capacity building for UNESO member organizations on documentation, monitoring, & evaluation

Strategic theme 4

: Resource mobilization and sub-granting of member

Resources mobilization & sub granting

- Develop a fundraising/Resource mobilization strategy
- Develop a resources mobilization policy.
- Develop a sub-granting policy.
- Conduct planning meetings for designing a joint proposals
- Conduct project inception meetings.
- Conduct training on grant/ project management.
- Establish and facilitate a grant review and selection committee.

Strategic theme 5:

Advance the wellbeing and wellness of Leaders of UNESO member

Advance the wellbeing and wellness

- Organize annual retreats for leaders of UNESO member organizations
- Conduct self-care and collective healing sessions with leaders of member organizations.
- Conduct quarterly EDforum meetings.
- Conduct annual mental wellness and wellbeing workshops with

Strategic theme 6

Emergency response mechanism

Emergency support

- Recommendation s for emergency support.
- Identify partners who respond to emergency cases.
- Conduct security risk assessments
- Develop security plans for UNESO and member organizations.
- Establishment of sex worker tailored emergency response fund

Strategic Theme 1:

Governance and management development (cont)

Management and staff development

- Convene monthly staff and management meetings.
- Conduct annual staff retreats.
- Develop and review staff performance
- Conduct staff annual appraisals.
- Staff capacity building, training, coaching /mentorship
- Facilitate cross movement and border exchange learnings for staff
- Facilitate staff welfare

Institutional capacity development

- Develop capacity building plan.
- Conduct institutional capacity assessments
- Conduct annual institutional and program financial audits
- Facilitate office maintenance
- Facilitate organizational legal Compliance system
- Develop and review organizational policies

Strategic Theme 2:

Coordination and membership capacity enhancement (cont)

Coordination and Membership capacity enhancement

- Develop sex worker tailored training manuals/ tools for mentorship/ coaching, training

- Conduct capacity building trainings for members

- Conduct national, regional and district sex worker coordination meetings

Communication

- Develop a communication strategy.
- Facilitate the rebranding of the organization
- Facilitate communication

Strategic Theme 3:

Knowledge development, advocacy, and partnership (cont)

Advocacy

- Develop and review advocacy strategy and plan.

- Advocate and Lobby to challenge punitive laws that criminalize sex work

- Facilitate and engage observer status to directly report the UPR process

- Facilitate and support UNESCO and membership to participate in national and district level engagements.

- Facilitate and support the Petitioning process of sex workers criminalizing laws in the courts of law.

- Participation in commemoration of advocacy days

- Conduct annual SRHR symposium for sex workers.

- Participant in Joint advocacy with other likeminded partners.

Strategic theme 4

Resource mobilization and sub-granting of member organizations

Resources mobilization & sub granting

- conduct project based capacity assessment for specific organizations

- Conduct project review, update and learning meetings

- Conduct project based support supervisions.

- Sign MOUs with project organizations.

- Facilitate sustainability

- Nature synergies with strategic partners such as developing joint proposals

Strategic theme 5

Advance the wellbeing and wellness of Leaders of UNESCO

Monitoring Evaluation Accountability Learning and Reporting (MEAL)

- Develop tools for self-assessment on wellness and wellbeing of UNESCO members.

- Build capacity through training/mentorship of network members on how use the developed tools and reporting

- Evaluation to determine performance of the strategy

Strategic theme 6

Emergency response mechanisms

-Advocacy and lobby for sex worker specific emergency funds with development partners and government.

-Capacity building of leaders of sex worker-led organizations about an emergency response mechanisms and funds helps to maintain confidentiality of individuals whose rights are violated.

1.3 PURPOSE AND OBJECTIVES OF THE CONSULTANCY

1.3.1 Main Objective

The general objective of the exercise was to conduct an annual performance evaluation of the UNESO Programme for the year 2022/2023, so as to inform the institution's future programming and performance

1.3.2 Specific Objectives

The specific objectives of the consultant were:-

- i. To establish the extent to which UNESO strategic plan objectives were achieved in 2022/2023 (achievements and gaps Vs targets)
- ii. To analyse the extent to which UNESO 2022/2023 programmes addressed the needs and priorities of its target beneficiaries in the year 2022/2023;
- iii. To find out the success factors for UNESO performance in 2022/2023
- iv. To identify the innovative and best practices adopted / implemented by UNESO, as well as lessons learnt in 2022/2023 and their contribution to UNESO results in 2022/2023
- v. To establish the challenges faced in implementing UNESO programme in 2022/2023
- vi. To recommend best options (strategic, methodological, operational and institutional aspects) for improving UNESO programme performance in future.

1.4 DESCRIPTION OF THE APPROACH AND METHODOLOGY

1.4.1 Overall Approach

The review was carried out in a participatory and consultative manner, involving UNESO Board members and staff, UNESO Member organizations, Facilitators and selected key partners.

The Evaluation Process was carried out in a systematic manner that included identifying a consultant through competitive bidding. After the selection of the consultant, the selected consultant developed a concept note that was presented to the UNESO members and staff. Upon presentation of the Inception report, the members made their contributions which were incorporated before data was collected. The consultant worked closely with the exercise supervisor, the Programs Manager who ensured that the inception note incorporated the members concerns and that the data collection tools were appropriate in collecting the data, identifying respondent who had to be reached out to. The draft report was presented to the UNESO members and staff for review the report. The observations and comments were addressed and the final copy was presented for validation.

1.4.2 Study design

A cross-sectional survey design (non-experimental evaluation design) was employed for this study, with a mixture of both qualitative and quantitative methods. Quantitative methods were used to collect data on the numerical variables of the study, while the qualitative design facilitated the collection of information on issues that required in-depth descriptions like opinions that supplemented the quantitative data.

1.4.3 Scope of Work

Geographically, UNESO has a National coverage through representative by its membership. Out of the 60 UNESO members, 45 members participated in the evaluation exercise.

1.4.3.1 Thematic Scope of the Evaluation

Thematically, focus was on UNESO programs for the year July 2022- December 2023. The evaluation started from July 2022 because the financial year for UNESO has been June/July but for purposes of harmonizing with the donor calendar year, the evaluation started in July 2022 up to December 2023 to enable the year 2024 to begin from January to December.

1.4.4 Survey Participants

The survey reference population parameters/ characteristics included:

- The Executive Directors of UNESO Member Organizations: UNESO works closely with the Executive Directors of the member organizations who always participate in UNESOs activities, organize and mobilize for the meetings in their districts and also report to UNESO about the status quo of sex workers in their districts.
- The District Officials: these were District officers that worked closely with UNESO and therefore had a better understanding of UNESO'S programs and activities.
- UNESO Board Members: These were targeted as the overseers for UNESO overall operations as well as providing oversight and guidance on what was planned and implemented in 2023.
- All staff members of UNESO were interviewed. Both Program and Finance department were interviewed. These were the people who planned and implemented the UNESO activities.
- The selected facilitators of UNESO: The views of this category of respondents were sought to establish the extent to which the objectives of their specific programs were met
- Partners that have worked closely with UNESO on different interventions mainly focusing on health, human rights and the law

Interview Guides targeting these population categories were developed and administered for this purpose.

1.4.5 Sampling Design, Method and size

1.4.5.1 Selection of UNESO MEMBER ORGANISATIONS

Out of the 60 UNESO members, 45 members participated in the evaluation exercise. Some were reached physical, others were reached virtually through a telephone call and others participated in the review meetings. Some of the members that were to be reached physically, were not available on site by the time the data collectors reached the sites. On the other hand, those that were to be called, some of the numbers were either off, or unavailable and to others, the calls were received by people who were not aware of the subject under discussion. The list of participants is attached in appendix 2

1.4.6 Sampling for FGDs

Sampling for Key Informant Interviews

Purposive and convenient sampling for Key Informant Interviews was undertaken. Purposive in that a person is selected basing on their position and responsibility in UNESO and convenient in that the person participated depending on their availability and accessibility for the interviews. The Key informants included the Staff and Board of UNESO, the Executive Directors of the Member Organizations of UNESO, District officials where UNESO had engagements with the district, UNESO facilitator and Partners.

1.4.6 Data Collection Methods

The consultant used both secondary and primary data collection; methods. Primary data was collected directly from the respondents, while secondary data was obtained from a review of secondary sources. The methods and tools are elaborated below:

- Documentary Review of UNESO 2022/2023 Annual work plan, Activity and programme implementation reports and some of the donor reports. The intention was to obtain information about UNESO's interventions and performance during 2022/2023.
- Mainly interviews were used to collect information from all respondents. The Data Collection was carried out by experienced data collectors.

1.4.7 Data Analysis

Data analysis was done for both the quantitative and qualitative data. Data collected was organized, logically synthesized, systematically reviewed and analyzed in relation to the evaluation objectives.

The thematic analysis approach was used for analyzing data. Notes from the individual members interviewed were summarized in a matrix according to themes derived from the different data collection tools to ease harmonization of analysis and deriving key conclusions and observations. Key quotes selected are displayed in the report in a special way.

Quantitative data collected was coded, entered into a data analysis program and analyzed to generate frequencies, percentages and graphs. Tables and charts produced from the frequencies have been used for presentation in the evaluation report.

1.4.8 Quality Control and Ethical Consideration

For purposes of data quality control, meetings were held between the consultant and UNESCO to discuss the Terms of Reference for the exercise, inception report, data collection tools and draft report, so as to ensure input and approval by UNESCO. To improve validity of the study, the evaluation employed various data sources, respondents, and data collection methods to ensure collection of as much data as possible, and that the weaknesses of one method was overcome by the strengths of the other/s.

1.5 Evaluation Limitations

- i) **The Lack of Key Performance Indicators:** This annual performance evaluation sets out to assess the extent to which UNESCO priority activities for the year 2022/ 2023 contributed to achieving the organization's strategic objectives and decision making. To achieve this, key performance indicators (as should be articulated by UNESCO strategic plan/ Performance Measurement Plan) and measuring the organization's objectives were to be analyzed, against the targets set.

It should however be noted that UNESCO strategic plan does not articulate key performance indicators and targets and as a result, this was reflected in the annual work plan that did not have targets and indicators. Measuring performance at whatever level, in this was almost impossible. In fact, these should be the basis for annual planning and guiding targets for the year 2024

- ii) **Member organizations articulation:** During the evaluation some members could not easily recall the activities implemented by UNESCO in which they physically or virtually participated. One of the participants' respondent that ***“UNESCO has implemented***

- many activities. It is not easy to recall specific activities”* while others could only recall the hotels where the activities took place.
- iii) **UNESCO engagement at district level:** In some district, UNESCO and its work is not known by the key district officers including DHOs, DCDOs, DHEs, HIV /KP focal persons, and among others. It gives an assumption that may be UNESCO has made a formal engagement with relevant offices at the district level, but also responsible officers who have engaged with UNESCO because they were not present in office.
 - iv) **Hardship in reaching out to some of the leaders of UNESCO member organizations as key informants. :** Some of the leaders that were expected to be met physical, were off stations and thus could not be reached. While those that were to be reached by phone, some were not responding to the calls, some leaders’ phone contacts were de-registered other calls were received by people who knew nothing about UNESCO. This made it difficult to reach out to some of the targeted members.
 - v) **Difficult in making a Differentiation between UNESCO activities from her members in districts:** Lack of clarification between UNESCO’s and the member organizations’ activities in the districts. In some districts the district officials could confuse activities for the member organizations and activities implemented by UNESCO. For instance a district official noted that *“UNESCO has done tremendous job in mobilizing sex workers for HTS and providing Prep”* but this activity is being implemented by the member organization.

2.0 EVALUATION FINDINGS

The findings are presented according to the Evaluation Objectives and following UNESCO's thematic areas.

a. UNESCO's thematic areas.

Strategic theme 1: Governance and management development

Strategic theme 2: Coordination and capacity building/enhancement

Strategic theme 3: Knowledge development, Advocacy, and partnership

Strategic theme 4: Resource mobilization and sub-granting of member organizations

Strategic theme 5: Advance the wellbeing and wellness of its members

Strategic theme 6: Emergency response mechanism

b. The objectives of the Evaluation :

1. To analyse the extent to which UNESCO 2022/2023 programmes addressed the needs and priorities of its target beneficiaries in the year 2022/2023;
2. To establish the extent to which UNESCO strategic plan objectives were achieved in 2022/2023 (achievements and gaps Vs targets)
3. To find out the success factors for UNESCO performance in 2022/2023
4. To identify the innovative and best practices adopted / implemented by UNESCO, as well as lessons learnt in 2022/2023 and their contribution to UNESCO results in 2022/2023
5. To establish the challenges faced in implementing UNESCO programme in 2022/2023
6. To recommend best options for improving UNESCO programme performance in future

2.1 STUDY DEMOGRAPHIC DETAILS

2.1.1 Respondents' Identification

The study involved forty eight (48) respondents from the different regions of the country which included Northern region, West Nile region, Eastern region, south western and western region as presented in table 2 (see details Appendix i-iii)

Table 2: Respondents by Region.

Category	Central region	Northern region	West Nile region	South western	Western region	Eastern region	Total
Member organization	15	3	1	6	1	4	30
Partners and District officials	3	1	0	1	1	5	11
UNESCO staff	4	-	-	-	-	-	4
Board members		3					3
Total							48

2.1.2 Level of education of respondents from member organisations.

Majority of the respondents from the member organisations had attained at least a certificate (42%) from the tertiary institution as seen in the table iii below

Table 3: education levels of respondents.

Category	No formal education	Primary education	Secondary school	Tertiary level	Total
Member organization	0	5(17%)	11(39%)	12(42%)	28

2.1.3 Employment status

The majority of the respondents are in dual employment 79 % of the respondents working part-time sex workers and doing other jobs/business during the day and at night they go to sex work. Only 33% were full time in sex work as shown in the table below:

Category	Responses
Working fulltime sex - work	6(21%)
Have a par time or casual job and also do sex work.	23(79%)
Total	29

2.1.4 Age category of respondents

Majority of the respondents are mature middle aged persons. 22(76%) were between the age of 30-39 which is a reasonable age for taking meaningfully decision.

Table iv: respondents age.

Category	15-19	20-24	25-29	30-39	40-49	50+	Total
Member organization	0	0	4(13%)	22(76%)	2(7%)	1(3%)	29

2.2 ACHEIVEMENTS DURING THE YEAR JUNE 2022- DECEMBER 2023

ACTIVITIES				
	PLANNED	ACHIEVED	% ACHIEVEMENT	COMMENTS
STRATEGIC THEME 1: GOVERNANCE AND MANAGEMENT DEVELOPMENT				
Annual General meeting –	1	1	100%	Completed
NGO registration process.	1			in process
Conduct a Reflection Meeting With TWG Committee Of SW Constituency.	2	2	100%	Completed
Quarterly BOD Meetings	4	4	100%	completed
Bi annual meetings for members –virtual meeting for-review meetings for reviewing the constituency performance and challenges	2	2	100%	completed
SW Technical working group quarterly meetings.(SRHR)	4	2	50%	LATE RELEASE OF FUNDS
Procurement of UNESO house	1	1	100%	completed
Field Support supervision by M&E, Finance manager and National coordinator.	4	2	50%	FUNDS SHORTAGE
Conduct Annual performance evaluation	1	1		In progress
Strategic planning review workshop	1	1	100%	Completed
Reviewing some organization policies				On a continuous
Training on security	1	1	100%	completed
Formation of Security SWG and meetings for the Security TWG	1	1	100%	completed
Developing UNESO security plan	1	1	100%	completed
Supporting members to develop their security plan				continuous
Training on compliance	1	1	100%	completed
Referrals made			100%	continuous
District stakeholder dialogue meetings	4	2	50%	Limitation in funding

STRTEGIC THEME 2: COORDINATION AND MEMBERSHIP CAPACITY ENHANCEMENT

10 Community Respondents (CRs) trained in human rights violations monitoring, documentation, data analysis, and dissemination-Enhance the capacities of community responders (GBV respondents)	1	1	100%	completed
Two Days Training On Human Rights And GBV IN Western and Southern	1	1	100%	completed
Three Days Advocacy Training For Organizations That Undergone OCA	1	1	100%	Completed
Develop advocacy and communications strategy for UNESO-workshop	1	1	100%	completed
A consultant hired to analyze the data collected through UNESO's HR violations data collection tool for advocacy.	1	1	100%	completed
Community outreaches held targeting rural and remote communities in Luweero and Kibaale.	1	1	100%	Completed but more people in Kibaale
Popularizing the SOB policy brief and analysis among sex workers and key stakeholders.	0	0	0%	No funds
5 days training of trainers on SRHR among sex workers	1	1	100%	completed
Hire of consultant to Develop a localized human rights violation documentation tool	1	1	100%	completed
Review and Validation meeting	1	1	100%	completed
Launch and popularizing the tool	1	1	100%	completed
Trainings of leaders of UNESO members on the use of the tool	1	1	100%	completed
Institutional Capacity strengthening -UNESO supported one of its staff to attend a 2-weeks certificate course on understanding feminism	1	1	100%	Completed
Capacity building session-Training on legal compliance of UNESO members	1	1	100%	Completed(conducted based on emergency need)
Digital and physical security training	0	0	0%	Not done
Referring Members for paralegal training at HRAPF				continuous
Conduct (five) regional consultative meetings with sex workers to find a stand for decriminalization of sex work in Uganda.	0	0	0%	Not done due to lack of funds.

3. STRETEGIC THEME :KNOWLEDGE DEVELOPMENT, ADVOCACY AND PARTENERSHIP

Produced a Report on the Documentation of Human Rights Situation of Sex Workers in Uganda – 2023	1	1	100%	Completed and launched
Baseline assessment on SRHR issues that affect sex workers in Uganda.	1	1	100%	Completed and launched
Rapid Assessment on Legal compliance assessment among Sex worker-led Organizations.	1	1	100%	Completed and launched
Write three (3) press statements targeting Government institutions and the community through media	3	3	100%	completed
A consultant hired to analyze the data collected through UNESO’s HR violations data collection tool for advocacy.	1	1	100%	completed
Commemorated the International Day to end violence against sex workers	1	1	100%	Done
Commemorated the international Sex Workers Day	1	1	100%	Done
Participation in partnership and advocacy events				
Participation in women deliver 2023 Conference	1	1	100%	Done
Commemorated the Zero Discrimination day	1	1	100%	Done
UNESO participated in the 8th Changing Faces, Changing Spaces Conference (CFCS VII)	1	1	100%	Done
Participated in the 2nd SRHR retreat for SRHR actors to reflect on the current and emerging SRHR issues in Uganda	1	1	100%	Done
UNESO staff and other 5 representatives from member organization took part in the 3rd Africa Leadership Sex Workers Academy (ALESWA) training	1	1	100%	Done –not planned
UNESO attended an Intersectional Feminist Analysis meeting of Uganda's SRHR Legal and Policy framework	1	1	100%	Done
UNESO participated at the LMEC strategic workshop of Sex worker led CSOs at high risk of civic space censorship	1	1	100%	Done
UNESO attended quarterly National Key & Priority steering committee meeting at UAC	1	1	100%	Done

Participated in a validation meeting of the community advocates guide to M&E in Global Partnerships actions in eliminating all forms of HIV-related stigma and discrimination among Women, young girls, and Key Populations.	1	1	done	Not done, no funding
Conduct two meetings to Develop a policy brief and the position paper on SW criminalizing sections of the penal code act.	0	0	0	Lack of funds
Conducting 4 sex work decriminalization advocacy strategy meetings	0	0	0	Lack of funds
Engaging with parliamentarians of different committees to discuss the potential positive impact of decriminalizing sex work- one meeting	0	0	0	Lack of funds
Facilitating the petitioning process including lawyers to draft the petition and filing the petition process	0	0	0	Lack of funds
Facilitate lawyers to develop position paper	0	0	0	Lack of funds
Half Day Stakeholder and Partner Dialogue Meeting to Influence Their Support to Promoting Protection of SW 'rights	0	0	0	Lack of funds
Three days Training of media on reporting about SRHR and sex workers.	0	0	0	no funding
Strategic theme 4: Resource mobilization and sub-granting of member organizations				
written Joint proposals with member /partners organizations	1			One so far written did not succeed. continuous process
Recommended member organizations to donors during resource mobilization				continuous
Technical guidance to member organizations on proposal development				continuous
Strategic theme 5: Advance the wellbeing and wellness of its members				
Wellness and wellbeing workshop for leaders of UNESO member organizations	3	3	100%	Completed
ED forums	4	4	100%	completed
Strategic theme 6: Emergency response mechanism				
Relief support for SWs especially in prison.(legal, client and personal costs				no funding

Referrals for support				continuous

2.2.1 Details on performance per thematic area.

Thematic 1: strategic governance.

This Thematic area was approximately 53% completed. Out of the 15 planned activities planned, 9 were completed, 3 (20%) were partially completed because of late release of funds and 3(20%)are continuous activities.

Thematic area 2: coordination and membership capacity enhancement

Under this thematic area, 17 activities were planned and 13 (75%) of the activities were implemented and completed while the 3 (18%) activities were not implemented because of lack of funds.

Thematic area 3: Knowledge Development, Advocacy and Partnership

Under this thematic area, 23 activities were implemented. 15(65%) of the activities were completed, while 8(35%) were not done due to lack of funds. However, the 9(39%) activities were not planned but implemented with other partners.

Thematic area 4: Resource mobilization and sub-granting of member organizations

UNESO has more than doubled her efforts in raising the organizations resources. It increased resources by 68% and this is explained by the new home and reaching out to more districts and enrolling more members. However the outcry of members for UNESO to write the proposals on their behalf and act as a sub grant has not yet been achieved. However members that need support in terms of recommendation on to donors for funding have been given and those that need technical support in terms of reviewing proposals have been supported.

Thematic area 5: Advance the wellbeing and wellness of its members

Under this thematic area all the planned activities were implemented. There was 100% achievement. This has been achieved for the Executive directors as planned.

Strategic theme 6: Emergency response mechanism

There was under performance under this thematic area. There was 100% incomplete implementation of the planned activities in the thematic area. Members have not recognized the referrals made by UNESO to different partners including Defend Defenders, Defenders Protection Initiatives (DPI) and HRAPF. They feel UNESO should have an emergency fund to support the members in times of emergency other than the referrals and the protocols to be followed where they are referred.

2.3 Extent to which UNESO 2022/2023 programmes addressed the needs and priorities of its target beneficiaries in the year 202/2023:

The following programs were considered important and addresses the needs and priorities of the target beneficiaries.

- Advocacy training: members can now advocate at their own level in the districts. One member pointed out that “one of the most important capacity building they have had from UNESO is capacity building in advocacy. We can now approach district officials and Police to present our case, our voice can now be heard.”
- Wellness and wellbeing workshop for leaders of UNESO member organisations: The Executive Directors/leaders of groups meet and learn from each during the workshops. Members pointed out that while in these meeting they have leadership training session that have helped the Executive Directors to improve in their leadership while in their organisations.
- Bi-annual virtual meetings: during the virtual meetings, members are able to discuss issues affecting them in the different districts conveniently (while at home districts) and at a relatively low cost.
- Training on human rights and Gender based violence: members learnt how to deal with Gender based violence and how to seek redress.
- Training on the use of the developed localised human rights violation tool by UNESO: members use the tool for collecting violation data. This helps UNESO in compiling sex workers violation data. Members felt that they can now ably and easily report the cases using the tools.
- Training on legal compliance: This helped members to organize theme selves and begin taking on compliance process. One member pointed out that the compliance training helped them to streamline their systems.
- Recommendation of members for training as paralegals to HRAPF: UNESO seconded and recommended 4 members to be trained by HRAPF as Paralegal officers. These now follow up sex workers arrest violation and arrest cases.
- The coordination function of UNESO which has brought more sex workers’ to joining the movement

2.4 The success factors for UNESO’s performance in 2022/2023

UNESO was able to make tremendous achievement during the year 2022/2023 despite the challenging legal environment. The following factors led to the achievements attained:-

- Procuring UNESO ‘Home’ -offices an idea towards sustainability. This prevents the risk of evictions as well as ascertaining UNESO’s survival in hard time of limited/shortage in funding.

- Tremendous efforts in fundraising that have been able to bring a number of donors on board and increased the financial base.
- Effective and efficient utilization of resources, reporting and accounting for received funds that has resulted into sustaining of donors and attracting others. ***“UNESO is thus considered an accountable organization that partners would feel free working with”*** as pointed out by one of the partners.
- Availability of the strategic plan that guides implementation
- Staff and members commitment to sustaining UNESO visibility and activities through effective implementation of planned activities.
- Members’ willingness to thrive in the unfriendly environment.
- Teamwork is a pillar that drives UNESO. Every staff member is a team player always ready to support each other.
- The supportive donors who still are willing to work with UNESO despite the challenging legal environment.
- The supportive Board of directors who give timely guidance to management.
- Continuous effort of the Board of directors to maintain the existing partnerships both local and international and opening up new collaborations whenever a need arises
- Non Discriminative. UNESO supports all the sex worker led-CBOs/organizations as long as they know you do exist as a group of sex workers as pointed out by one of the participants that ***“UNESO will not hesitate taking you up as a members as long as you can prove that you are sex work led organization”*** This has led to the growth of membership which is leading to the amplified voice of sex workers in the districts
- Willingness to support member organizations and groups in fundraising for instance by sharing links for call for proposals, reading through proposals written by members and writing recommendation letters for member to donors. One of the members pointed out that ***“when she wrote a proposal, she shared it with UNESO and helped her to read through before submission”***.
- Encouraging members to at least register as CBOs. At least a number of members in the districts are registered as CBOs.
- Training member organizations in human rights and dealing with Gender based violence. This has helped members to report and follow up GBV cases to Police.
- Capacity building of members especially in Advocacy training which has led to the groups in districts behave and act appropriately when dealing with stakeholders.
- Coordination with rural grassroots organization and engaging members in all activities both at National and district level which has led to the strengthening of the sex workers movement.

2.5 Innovative and best practices adopted / implemented by UNESO, and lessons learnt

During the year July 2022-December 2023, UNESO had some innovations that led to improved performance and as a result there were lessons learnt that could be adopted for improving performance during the year 2024 as discussed below:

i. Innovative practices

- Engaging UNESO members in Conversation on legal compliance which was forming a basis of closure of the KP organizations after the passing of the AHA 2023.
- Research, documentation, publication and dissemination of reports both physical and online. Most partners like HRAF and UAC pointed out that UNESO's researches and documentation is importance in informing policy and programming. Some of the researches on PWID and SRHR for sexworkers have been important in giving information about KOS.
- Collaboration with Lady Mermaid Empowerment Center (LMEC) on documenting and producing a magazine on sex workers story.
- UNESO has provided a platform for collaboration, synergy and support of Member organization and partners to implement innovative interventions for sex workers e.g initiating the First sex workers SRHR symposiums and the subsequent symposiums; Neko magazine; and compliance interventions among others

ii. Best practices

- Research, Documentation, publication and dissemination has been considered as one of the best practices by UNESO. An officer from MARPI noted that ***“UNESO researches make us understand the reality of sex workers and some of their findings can be used for programming. He wished more researches could be done especially about Adolescent Girls and Young women (AGYW) in sex work in the different parts of the country.”***
- Implementation of workshops in both a physical manner and virtual way. Which is not only cost saving but a way of mitigating risks associated with having a big number of people seated in one hall especially during the unfriendly legal environment.
- UNESO partners including HRAPF, Defenders for defenders, UBUNTU, Law and Justice Center, for legal support to UNESO and its members including, training paralegals, creating legal awareness, providing legal aid, and among others.
- Speaking out to the district officials and introducing to the district the small sex work led groups and contact persons that otherwise would have feared to approach the district officials.
- Personal touch when dealing with member networks. One ED noted that ***“I like those People of UNESO. They are very supportive, for instance when you call Stella seeking for advice she will whole heartedly support you even referring you. She follows up to see that you have got what you need. Even when there is no money, you feel you have someone to fall back to which gives you the motivation to move on even in hard times.”***

iii. Lessons learnt.

- Research, Documentation, publication and dissemination made UNESO more visible among partners, donors and members
- Most sex workers led organizations are reluctant to comply with the legal and statutory obligations. Some of them just did not know how to do it while others were just reluctant.
- Sex workers' organizations have to learn to co-exist with the unfavorable current laws.

- Having a well-documented and up-to-date risk management plan which is well known by all members is critical in risk preparedness

3.0 Challenges and recommendations

3.1 To establish the challenges faced in implementing UNESO programme in 2022/2023

The Challenges highlighted below were probed from the respondents and they are arranged according to the thematic areas as outlined below:-

i. Governance and management development

- The challenging unfriendly legal environment affected the implementation of activities. A number of activities were delayed due to fear and delayed release of funds.
- The high expectations from some member organizations and failure for some members to understand UNESO's mandate.
- UNESO'S visibility in the districts is overshadowed by the member organizations. Within the districts. most district officials knew the member organizations but did not know UNESO. Since UNESO works through her members at the districts, members are more visible.
- Unending Journey of having UNESO registered as an NGO in Uganda. The process is becoming more complex and the legal environment is making the dream of UNESO registering as an NGO more unrealistic despite the funds sunk into the process. This has affected the visibility of UNESO in the districts.

ii. Coordination and capacity building/enhancement

- Member organizations have high expectations from UNESO and yet UNESO too does not have the funds for supporting the planned activities. On the other hand, its not UNESO's mandate to fund her members' planned activities.
- UNESO attempts to build capacity for member organizations through different trainings. However, most of the member organizations have not implemented their planned activities after the capacity building sessions.
- In relation to capacity strengthening for member organizations , it was pointed out that UNESO sticks on only the Executive Directors to participate in activities and when the ED is not around, that particular member organization loses as the Executive Director is not given the opportunity to delegate. However it's important to note that UNESO's mandate are the EDs of the member organizations, and when a program requires other officers, communications is made through the ED to nominate a person from their organizations. This is still the issue of poor understanding of UNESO'S mandate by the members.

- Members complain about the GBV reports requested by UNESO yet UNESO does not give funds to follow up such cases. UNESO produces an annual violation report by collecting the different reports from her members. Failure to get the violation reports from members affects the production of annual violation report by UNESO which affects the National sexworker advocacy and programming.
- Most Member organizations have inadequate skills in fundraising and digital use, among the leaders. As a result, the Member organizations cannot raise resources and effectively report on the activities implemented by the organization.
- Because of lack of funding, some member organizations do not have office spaces and which prompts them to work from home. This makes them appear to be brief case organizations thus affecting their credibility in the districts.
- One of the facilitator pointed out that ***“there is limited consultation with leaders outside Kampala and those from upcountry where activities involve consultation. The voice from the country side is left out this was observed during the development on one of the data collection tools”***.
- As much as it was pointed out that there is limited involvement of rural member organizations, some member organizations are left out due to inadequate funding, activity involved and the organization capacity.

iii. Knowledge Development, Advocacy and Partnership

- The NGO operating space continues to shrink for civil society organizations coupled with unfriendly legal environment. This negatively affected programming.
- There is limited funding towards advocacy efforts and activities.

iv. Resource mobilization and sub-granting for member organizations

- High expectations from members. Most member organizations have high expectations from UNESO in terms of resource mobilization. Organizations feel that UNESO as an umbrella organization, has not done well in finding resources for the member organizations. They expect UNESO to give them money to run their organizations including renting office space; to help them register, and to write their fundable proposals. Member organizations don't realize that they are independent organizations and what they have with UNESO is membership.
- Member organizations have been given support in their resource mobilization efforts but because there is limited documentation on fundraising efforts.

vi. Emergency response mechanism

- There are no referral forms for members referred to partner organizations for support. This makes it difficult for UNESO to tell the number of members referred for emergency support and to also understand the members that have received support after the referrals.
- While UNESO has a full strategic objective of emergency response, it is not supported. Some members noted that UNESO does not provide relief support to members. The leaders have to bear the burden of following up sex workers to get out of prison and supporting to take those who are sick in hospitals. However, this is not UNESO's mandate.

3.2 Recommendations for best options for improving UNESO programme

During the evaluations, respondents made recommendations which are presented as per the thematic area. However the consultant also identified some methodological challenges and issues. Thus methodological recommendations are also presented.

	Thematic area	Members	Partners	staff
1	Governance and management development	UNESO should sensitize members about the different laws and policies that affect them and how to safely operate within the current context.	UNESO should develop a practice of recognizing members' contribution in the sex workers movement as a way of promoting resilience.	UNESO needs to Invest more effort in securing the NGO certificate and Permit
		There is need for more trainings on leadership for the member organizations to reduce graft and mismanagement within the internal structures of the member organizations.	Organize Periodic performance reviews and invite Partners to participate and by so doing they will be able to advice and give guidance in the performance improvement	.
2	Coordination and capacity building/enhancement	UNESO should continue fundraising resources for capacity building for member organization.	UNESO should carry out a capacity needs assessment for her members and organize capacity building sessions based on the different capacity levels of the member organizations.	
		Engagement should be organized at region level so that more people can be trained as opposed to the National trainings.	There is need for cross learning and exposure visits for staff and the member organizations for bench marking on performance. This could also be done with member partners both at international and National level.	
		There in need for more interventions on security and data safety. This will improve on the organization's safety and security practices amidst the unfriendly legal environment.		

		UNESO continue with the district led interventions. In order to continue promoting human rights. More staff from member organizations should be engaged in capacity building sessions other than the Executive Directors. Organizations need more than one person with the capacity if the member organizations are to have stability and sustainability. A member proposed it doesn't reflect well when you see the same faces for capacity building from January to December. Organizations have more than one person and therefore should also be given a chance to participate in trainings.		
		UNESO should get a resource center for training for her members which should also act as safe space for the members.		
		UNESO to organize workshops for preparations of retirement for sex workers leaders and organize trainings in IGA skills building		
		UNESO to establish strategies for retirement, transition and exit strategy		
		UNESO should continue with on wellness sessions.		
3	Knowledge development, Advocacy, and partnership	There is need to participate with partner organizations in portioning laws and policies that directly and negatively affect workers that are leading to the hostile environment for KPs.	Engage government ministries and relevant departments for advocacy and capacity building	
			Increase on research, documentation, publication and disseminate knowledge on sex work.	
			UNESO should continue to create and strengthen external strategic partnership at District, National, regional and International level.	

4	Resource mobilization and sub-granting for member organizations	UNESO should continue to fundraising and sub granting member organizations. Member organizations should be supported to form consortiums as a way of accessing bigger grants as well as supporting collaboration between member organizations as way of working together and maximizing resource output.	.	
		UNESO should continue to enhance capacity for organization in programming, fundraising and institutional strengthening institutional strengthening support		
5	Emergency response mechanism	To create an emergency response basket to cater for human rights violations for key Leaders and human rights defenders of member organizations that are facing life threatening situations.		
		UNESO to provide Technical support to member organizations up with effective and sustainable emergency response mechanism.		

Overall drawn recommendations

After the analysis of the recommendations from the evaluation participants, the consultant has drawn recommendations from both the primary and secondary sources of data. The consultant has divided the conclusions into 4 sections i.e. (strategic, methodological, operational and institutional aspects)

i. Strategic recommendations

- Increasing UNESO's visibility especially in the districts where majority of her membership is. This could be achieved during the district activities. UNESO officers should take it upon themselves to make courtesy calls to the offices of the DHO, HIV Focal person, DCO, DHE, DCDO, who are connected to and work with the Civil society
- While working with the district, UNESO should follow the current political divisions ie the Urban City Authority and the Districts so that they can differentiate the levels they are dealing with ie Urban City Authority or districts.
- During district meetings, UNESO should continue emphasizing its mandate and the member organizations should articulate their mandate. This will enable the district officials to differentiate UNESO from the district member organizations.

ii. Methodological recommendations

- The 5 year strategic plan is ending this year. The new strategic plan should be have clear targets, indicators, annual work plans and annual budget per strategic objectives par activities. These should be the basis for drawing annual work plans. This will help in improving Programming, monitoring and evaluation.
- UNESO should re-emphasize in writing the relationship with her members so that members can know what to expect from UNESO and vice vasa. This should be clearly stated and sensitized to members during the different engagements. This will help to continuously remind members of UNESO's mandate.
- UNESO should place upon members to have a Gantt chart to show the activities/trainings/meetings/any support offered to the member organizations by UNESO. This will enable any visitor who may be a donor to clearly relate the activities by member organizations and UNESO support.
- UNESO too should have a Gantt chart showing activities implemented with member organizations par district/region.

iii. operational recommendations

- UNESO should set up a referral system to enable it track the members that have been supported
- There is need for clear documentation for the support given to each of the members. eg establishing a support register
- A well designed and documented emergency response plan

- UNESCO should follow up on actions points/way forward agreed upon during the different engagements with member organizations.

iv. Institutional recommendations

- UNESCO needs additional staff to be able to reach out to widening membership
- UNESCO to establish Regional offices to ease coordination country wide.
- UNESCO needs a vehicle to enable members reach out in districts conveniently

Appendices.

Appendix 1: Member Organizations that participated in the Performance Evaluation

	ORGANISATION	PERSON REACHED	mode of participation	DISTRICT	REGION
1	Voice of community Empowerment		Physical/meeting	Gulu	Northern religion
2	Hope & Life Community Empowerment	Akello Sadia Novia	Phone call	Kitgum	Northern religion
3	Platform for Vulnerable Youth and adults		Phone call/meeting	Lira	Northern religion
4	Amecora Initiative	Mami Mayimuna	Phone call/meeting	Arua	West Nile Region
5	Sharp Shooters	Nyawere Stellah	Physical	Busia	Eastern
6	Soroti Women Health Support Initiatives	Alubo Annet	Physical	Soroti	Eastern
7	Maruku Women's Association to Prevent HIV and AIDS(MWAPA)	Justin Mwapi	Physical	Mbale	Eastern
8	Women with a Mission	Betty Balisalamu	Physical	Mbale	Eastern
9	Action for improved health and wealth	Immaculate Nyamuiza	Physical	Mbarara	SW
10	SISTAS	Nasolo Sarah	Physical	Mbarara	SW
11	Kabale Neighbours Group(KAN)		Physical	Kabale	SW
12	Ruti Health Initiatives		Physical	Mbarara	SW
13	Raise Health Foundation	Ivan	Physical	Ntungamo	SW
14	Focused Youth Empowerment	Twesigye Obedi	Physical	Ntungamo	SW
15	KWISH-KABALORE		Physical	Fortportal	Western
16	COPTec	Joseph Kawesi	Phone call/ meeting (virtual)	WAKISO	Central
17	WOPEN	Namiiro Lillian	Phone call/ meeting (virtual)	Wakiso	Central
18	SCARLET INNITIATIVE UGANDA	Yiga Peter	Phone call/ meeting (virtual)	Kampala	Central
19	SWING	Henry Bruce	Phone call/ meeting (virtual)	Wakiso	Central
20	Men of the Night(MONU)	Jonatha Kasaija	Phone call/ meeting (virtual)	Kampala	Central
21	Empowered at Dusk Women's Association(EADWA)	Kabayaga Grace	Physical/meeting	KAMPALA	Central
22	Transgender Equality Uganda(TEU)	Dale Cos	Phone call/ meeting (virtual)	Kampala	Central
23	Female Youth Development Initiative (FOYED)	Nabagara Deborah	Phone call/ meeting (virtual)	Kampala	Central

24	Trans Advocacy Initiatives Uganda	Nakato	Phone call/ meeting (virtual)	Kampala	Central
25	Serving lives under marginalization(SLUM)	Nakatudde Deborah	Phone call/ meeting (virtual)	Wakiso	Central
26	Dreams Center for women	Nakiwu Teopista	Phone call/ meeting (virtual)	Luweero	Central
27	Voice of Community Empowerment	Mutonyi Doreen	Phone call/ meeting (virtual)	Mityana	Central
28	Blue Star Women Yumbe		Physical	Yumbe	Northern region
29	Malaba Outfits		Physical	Malaba	phone off
30	Masaka KP HIV Prevention &support Organization		Phone call/ meeting (virtual)		number was not available
31	Kasese Women Health support Innitiatives		Meeting	Kasese	number off
35	Serving lives under marginalization(SLUM)	INCLUDED AS TWG	Phone call/ meeting (virtual)	Wakiso	Central
36	Organization for Gender Empowerment & Rights Advocacy			Wakiso	
37	Women's Organisation Network for Human Rights Advocacy		Physical/meeting	Wakiso	
38	Lady Mermaids Empowerment Center		meeting	Kampala	
39	Women's Initiative for Emancipation & Renaissance Organization		meeting		

Appendix II: Partners that participated in the Performance Evaluation

	PARTENERS NAME	CONACT FOR THE PARTNER	ORGANISATION	DISTRICT	REGION
1	MANGENI MOSES	0782027759/070 5206049 mangenimosesuk@gmail.com	Busia DLG(District Communication Officer)	Busia	Eastern
2	ONYAYI WILLIAM(District Health Educator)	0772939754 illiamonyayi@gmail.com	Gulu District Local Government	Gulu	Nothern
3	KIPAYO ASUMAN SOWEDI(LC I)		LC 1 Madibara B	Busia	Eastern
4	WANDWASI ROBERT	0772639774	Mbale DLG(HIV Focal Person)	Mbale	Eastern
5	DR. OKADHI CHARLES STEPHEN(DHO)	charlesokhadhi@yahoo.com	Soroti DLG	Soroti	Eastern
6	JOSEPHINE NKIBS IBASERET(Deputy RCC)	0772183218	Soroti City Authority	Soroti	Eastern
7	GRACE MBABAZI (Probation Officer)	0779484618	Kabalore DLG	Kabalore	Western
8	JOVIA KOMUGISHA(Probation Officer)	0752625339	Mbarara DLG	Mbarara	South Western
9	Dr. Dan BYAMUKAMA(Prevention Officer)	0773244442	Uganda AIDS Commision	Kampala	Central
10	NAKIMULI MAJORIE(Program Officer/Trainings)	majonakimuli@yahoo.com	Most At Risk Population Initiative(MARPI)	Kampala	Central
11	JUSTINA BALYA- Director, Access to Justice Programme)	jbalya@hrpf.org	Human Rights Awareness and Promotion Forum(HRPF)	Kampala	Central

Appendix III: UNESO staff that participated in the Performance Evaluation

	PARTENERS NAME	CONACT FOR THE STAFF	DESIGNATION
1	NaomeMujuni	mujuninaomi@gmail.com	Programs Manager
2	NassuunaStella	nstellah83@gmail.com	Advocacy and Membership Officer
3	Ssemakula Gerald	semakgerald@yahoo.com	Finance Manager
	BOARD MEMBERS		
	Akello Lydia	akello Lydiaogwang@gmail.com	Board Member

TOOL 1: RESPONDENTS: UNESO STAFF

BACKGROUND INFORMATION

A1 Date: DD.....MM.....YYYY.....

A3 Name/s:

A4 Gender:

A5 Age (tick appropriately) 0-1819-3031-40.....

A6 Work Programme you are involved in as Staff / Role in UNESO:

.....

A7 Duration for which you have been involved in this role:.....

	Questions	Response
1.	<ul style="list-style-type: none"> • How did UNESO come up with the activities for implementation in 2023? • Did you participate in the process of coming up with these activities? • If so, mention how? 	
2	<ul style="list-style-type: none"> • What were the results (outputs, outcomes) set by UNESO in 2023? (check from the 2023 Work plan and other project work plans) 	
	<ul style="list-style-type: none"> • What were the targets set by UNESO in 2023? • Were the outputs realized in 2023? 	
	<ul style="list-style-type: none"> • What is the extent to which each of the targets were achieved? 	
	<ul style="list-style-type: none"> • Were the outcomes realized in 2023? 	
	<ul style="list-style-type: none"> • Which results (outputs, outcomes) were achieved most and least? 	

3.	<ul style="list-style-type: none"> • What are the reason/s for not achieving set targets and results (outputs, outcomes)? • How did the attained results benefit <ul style="list-style-type: none"> - You as an individual? - your organization as a staff member of UNESO - the work of UNESO - other stakeholders / organizations/ groups in the sex work movement - the entire sex work movement 	
	<ul style="list-style-type: none"> • What is the effect of / what has resulted from the activities undertaken by UNESO in 2023? 	
4.	RESOURCE MOBILIZATION	
4.1	How many new funders did UNESO bring on Board in 2023?	
4.2	How many funders did UNESO loose in 2023?	
4.3	What was UNESO resources envelop in 2022 compared to 2023?	
5.	MONITORING AND EVALUATION	
5.1	What mechanisms were used by UNESO in reporting about activity implementation in 2023?	
5.2	How many times in the year did UNESO carry out support supervision of its activities	
5.3	How were the reports from the monitoring and support supervision visits used?	
6.	Looking at what you managed to achieve in 2023, what enabled you to succeed?(success factors)	
7.	<ul style="list-style-type: none"> • What new ideas did you implement in 2023? 	
	<ul style="list-style-type: none"> • What activities stood out or were best done in 2023 by your department or by UNESO generally? 	

	<ul style="list-style-type: none"> • What did you learn in 2023/ what lessons does 2023 bring to you?(in 2024) 	
8.	<ul style="list-style-type: none"> • What problems did you face in the year 2023 that made it difficult for you to achieve what you planned? In terms of problems relating to: <ul style="list-style-type: none"> - You as an individual - Your Department - UNESCO as an organization - Partners work (e.g. Police, Ministries, other key population organizations, organizations that UNESCO is working with, donors/ funders) - Policies, laws, procedures, method of work 	
9.	<ul style="list-style-type: none"> • What do you suggest should be done to improve UNESCO's performance next year? In terms of: Governance and management development 	
	Coordination and capacity building/enhancement	
	Knowledge development, Advocacy, and partnership	
	Advance the wellbeing and wellness of its members	
	Resource mobilization and sub-granting of member organizations	
	Emergency response mechanism	
	What interventions do you suggest UNESCO should put more focus on next year?	

TOOL 2: RESPONDENTS: UNESO MEMBER ORGANISATIONS

Questionnaire ID		Interviewer ID			
Name		organization			
	District	Kampala Gulu Soroti Busia Mbale, Mbarara Ntungamo Kabale Fortportal, Kibaale Kampala	[Divisions/Counties] #pre-determined	Parish	Village
SECTION 1: INFORMATION ABOUT YOU					

	Question	response	score	choice
101	How old are you?	15-19 years Adult aged 20-24 years Adult aged 25-29 years Adult aged 30-39 years Adult aged 40-49 year Adult aged 50+ years	1 2 3 4 5 6	
102	What is the highest level of formal education you have completed?	No formal education Primary school Secondary school Technical college/university	1 2 3 4	
103	Which one of these statements best describes your current employment status?	Working full-time in sex work Doing casual or part-time work & also engaged in sex work	1 2	
104	How many people currently live in your organisation	5-10 10-14 14-20 21-25 Above 25	1 2 3 4 5	

SECTION 2A:

	Activity	Level of achievement	Score	choice
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	Wellness and wellbeing workshop for leaders of UNESO member organisations			
	bi annual meetings for members -virtual			
	quarterly BOD meetings			
	TWO DAYS TRAINING ON HUMAN RIGHTS AND GBV IN WESTERN AN SOUTHERN			
	Hire of consultant to Develop a localized human rights violation documentation tool			
	Review and Validation meeting			
	Launch and popularising the tool			
	Trainings of leaders of sex work led groups on the use of the tool			
	Conduct (five) regional consultative meetings with sex workers to find a stand for decriminalization of sex work in Uganda.			
	Conduct two meetings to Develop a policy brief and the position paper on SW criminalizing sections of the penal code act.			
	Conducting 4 sex work decriminalization advocacy strategy meetings			
	Engaging with parliamentarians of different committees to discuss the potential positive impact of decriminalizing sex work- one meeting			
	Facilitating the petitioning process including lawyers to draft the petition and filing the petition process			
	Facilitate lawyers to develop position paper			
	Relief support for SWs especially in prison.(legal,client and personal costs			
	A consultant is hired to analyse the data collected through UNESO's HR violations data collection tool for advocacy.			
	10 CRs trained in human rights violations monitoring, documentation, data analysis, and dissemination-Enhance the capacities of community responders			
	Hold community outreaches held targeting rural and remote communities in Luwero and Kibaale.			

	Conduct A Reflection Meeting With Twg Committee of Sw Constituency.			
	Half Day Stakeholder And Partner Dialogue Meeting To Influence Their Support To Promoting Protection Of Sw'rights			
	CONDUCT A 2nd REFLECTION MEETING WITH TWG COMMITTEE OF SW CONSTITUENCY.			
	Three days Training of media on reporting about SRHR and sex workers.			
	Popularizing the SOB policy bride and analysis among sex workers and key stakeholders.			
	SW Technical working group quarterly meetings.			
	District review meetings			
	5 days training of trainers on SRHR among sex workers			
	Hire a consultant to document a legal case study on how sex work laws are implemented , and how they impact on SRHR in Uganda			
	PROCUREMENT OF UNESO HOUSE			

THANK YOU

TOOL 3: RESPONDENTS -PARTENERS

RESPONDENTS: UNESOPARTNERS (Key POPULATION INSTITUTIONS, HEALTH PARTNERS, LEGAL PARTNERS, POLICY PARTNERS, MEDIA, LAW ENFORCEMENT, RELIGIOUS INSTITUTIONS, DISTRICT LOCAL GOVERNMENT)

Dear Partner,

UNESO is carrying out her annual performance evaluation for the year 2022/2023. As a Partner to UNESO, you are kindly requested to participate in the evaluation by filling this tool. Your honest response will help UNESO improve her performance in the year 2024 and subsequent years.

Your input is appreciated.

BACKGROUND INFORMATION

A1 Date: DD.....MM.....YYYY.....

A3 Name/s:

A4 Gender:

A5 Age (tick appropriately) 0-18 19-30 31-49.....

A5 Organization Name:

A6 Duration for which you have partnered with UNESO:

No.	Question	Response
1.	What are the areas of work you are engaged in with UNESO?	
2.	Did UNESO consult you about what they were planning to do in 2022/2023?	1. Yes 2 No
3.	Was what UNESO did in 2022/20232 important to you?	1. Yes 2. No
4.	If Yes, why were UNESO interventions important to your work in 2022/2023?	
5.	Did you participate in any activities organized by UNESO in 2022/2023?	1. Yes 2. No
6.	If Yes, Mention which activities	

7.	How did the activities organized by UNESO that you participated in change the sex workers movement? (BOTH POSITIVE AND NEGATIVE)	
8.	What contribution did UNESO make into your work in 2022/2023?	
9.	What was UNESO's role in your success in 2022/2023?	
10.	In your own view, which of UNESO's activities stood out or were best done in 2022/2023?	
11.	What did you learn from UNESO's work in 2022/2023?	
12.	What problems did you face in the year 2022/2023? with regard to your collaboration with UNESO, arising from :	
	UNESO as an organization	
	Your work as an organization	
	Other Partners work (e.g. Police, Ministries, other key population organizations, organizations that UNESO is working with, donors/ funders)	
	Policies, laws, procedures, method of work	
13.	What is do you suggest should be done to improve UNESO's performance next year? In terms of:	
	Governance and management development	
	Coordination and capacity building/enhancement	
	Knowledge development, Advocacy, and partnership	
	Resource mobilization and sub-granting of member organizations	
	Advance the wellbeing and wellness of its members	
	Emergency response mechanism	
14.	What interventions do you suggest UNESO should put more focus on during the year 2024 year?	

TOOL 4: RESPONDENTS: UNESO FACILITATORS (?)

BACKGROUND INFORMATION

A1 Date: DD.....MM.....YYYY.....

A3 Name/s:

A4 Gender:

A5 Age (tick appropriately) 0-1819-30 31-49.....

A5 Activity/assignment for which you Facilitated in UNESO:

A6 Duration for the assignment you facilitated:

No.	Question	Response
1.	What changes have occurred in the lives of the beneficiaries in 2023, as a result of the assignment/activity you facilitated?	
2.	What were the key gaps in the activity you facilitated in during the year 2023 (those outputs not attained)	
3.	What were the key challenges did you encounter while implementing the activity during the year 2023?	
4.	What strategies did you use during 2023 to ensure success of your activity?	
5.	What are the key reasons for the successes registered during the facilitation of your activity in 2023?	

No.	Question	Response
6.	What new ideas if any, did you introduce while facilitating your assignment/activity in 2023?	
7.	What did you learn from the implementation of your assignment in 2023?	
8.	What are your plans to improve your assignment results in future (in case you are called upon)?	
9.	What are your recommendations for improvement of activity outcomes(in case you are selected as a facilitator)	

TOOL 5: RESPONDENTS: BOARD MEMBERS

Dear Board Member,

UNESO is carrying out her annual performance evaluation for the year 2022/2023. As a UNESO Board Member, you are kindly requested to participate in the evaluation by filling this tool. Your honest response will help UNESO improve her performance in the year 2024 and subsequent years.

Your input is appreciated.

BACKGROUND INFORMATION

A1 Date: DD.....MM.....YYYY.....

A3 Name/s:

A4 Gender:

A5 Age (tick appropriately) 0-18 19-30 31-49.....

A6 Duration for which you have served on UNESO Board:

No.	Question	Response
1.	In your own view, which of UNESO's activities stood out or were best done in 2022/2023?	
2.	What innovation do you see that were implemented by UNESO during the year 2022/23?	
3.	In your opinion, what factors led to UNESO's success during the year 2022/23?	
4.	In your opinion as a board member, what are the challenges facing UNESO as a Network for sex workers?	
5.	What do you suggest that should be done to improve UNESO's performance next year and the years to come? In terms of:	

	Governance and management development:	
	Coordination and capacity building/enhancement:	
	Knowledge development, Advocacy, and partnership:	
	Resource mobilization and sub-granting of member organizations	
	Advance the wellbeing and wellness of its members	
	Emergency response mechanism	
6.	What interventions do you suggest UNESO should put more focus on during the year 2024 year?	

PICTORIAL



EXECUTIVE DIRECTOR EMPWERED AT DUSK WOMEN'S ORGANISATION(EADWA)



EVALUATION CONSULTANTS WITH THE ED FROM Empowered at Dusk Women's Association(EADWA)



CONSULTANT WITH THE EXECUTIVE DIRECTOR, VOICE OF WOMEN, -GULU



DATA COLLECTOR WITH RESPONDEDNT FROM KABALE KABALE NEIBHOURS GROUP (KAN)



DATA COLLECTOROR FROM RAISE HEALTH FOUNDATION NTUNGAMO



DATA COLLECTOR WITH FOCUSED YOUTH EMPOWEREMENT FROM NTUNGAMO



DATA COLLECTOR



DATA COLLECTOR WITH A MEMBER FROM SISTAS-MABARARA



DATA COLLECTOR WITH A MEMBER FROM RUTI WOMEN INNITIATIVE-RUTI



DATA COLLECTOR FROM A MEMBER OF KABALORE WOMEN-FORTPORTAL