

Country: **Uganda**

Programme Title: **United Nations Joint Programming on Gender Equality**

Joint Programme Outcomes:

Outcome 1: Centrai (selected sectors) and local government in selected districts have strategies, systems and staff capabilities to increase women's access to sustainable livelihoods and gainful employment

Outcome 2: Effective policies and strategies to reduce gender-based violence and increase women's access to justice developed at all levels, and advocacy strategies for their implementation at both national and local level being implemented

Outcome 3: Policies, systems and strategies developed for citizens' active participation in politics and decision-making and accountability processes including Parliament, political parties, local government and community organizations that impact the advancement of gender equality

Outcome 4: Strategies, plans and capacities to reduce priority Gender gaps in selected MDG related programmes developed by relevant government institutions and CSOs

<b>Programme Duration: 2010 - 2014</b> Anticipated start/end dates: Nov. 2009/December 2014 Fund Management Option(s): Combination (Parallel, pooled, pass-through, combination) Managing or Administrative Agent: Programme: UNIFEM; Administrative: UNDP	Total estimated budget*:       — — Out of which: 1. Funded Budget:                       — — 2. Unfunded budget:                   — — <b>* Total estimated budget includes both programme costs and indirect support costs</b>
	Sources of funded budget: <ul style="list-style-type: none"><li>● <b>Government</b>                       N/A yet</li><li>■ UN Orgs.                               \$6,682,157</li><li>● Donor (DFID)                       £15,000,000</li></ul>

### **Names and signatures of (SUb) national counterparts and participating UN organizations**

Adequate signature space should be provided in order to accommodate name (person), title (head), organization name/seal of all participating UN organizations and national coordinating authorities, as well as date of signature.

This joint programme document should be signed' by the relevant national coordinating authorities. By signing this joint programme document, all signatories – national coordinating authorities and UN organizations - assume full responsibility to achieve results identified with each of them as shown in Table 1 and detailed in annual work plans.. For regional and global joint programmes, endorsement or

Names and signatures of national counterparts and participating UN Organizations

**UN Organizations**

***For UNDP***

Signature: (signed)  
Name: Mary Symmonds  
Title: Country Director  
Date:

***For UNIFEM***

Signature: (signed)  
Name: Meryem Asian  
Title: Regional Programme Director  
Date:

***For UNEPA***

Signature: (signed)  
Name: Janet Jackson  
Title: Representative  
Date:

***For ILO Area office***

Signature: (signed)  
Name: Alexia Musindo  
Title: Director  
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Signature: (signed)  
Name: Musa Bungudun  
Title: Country Coordinator  
Date:

***For WHO***

Signature: (signed)  
Name: Joaquim Saweka  
Title: Representative  
Date:

***For WFP***

Signature: (signed)  
Name: Staniake Sarnkanqe  
Title: Representative and Country Director  
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***For UNCDF***

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Title: Reg. Local Dev. Advisor  
Date:

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Signature: (signed)  
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Title: Chief of Mission  
Date:

***For UNHCR***

Signature: (signed)  
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Title: Representative  
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***For OHCHR***

Signature: (signed)  
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Date:

**National Partners**

***Title:*** The Permanent Secretary Ministry of Gender, Labour and Social Development

Signature: (signed)  
Name:  
Date:

**UNITED NATIONS JOINT PROGRAMMING  
ON GENDER EQUALITY**



## 1.0 INTRODUCTION

### 1.1 Background

United Nations Agencies in Uganda are developing a new UNDAF for 2010 - 2014 that will be aligned to the National Development Plan being developed by the Government of Uganda to cover the same period. A review of the current country development framework, the Poverty Eradication Action Plan (PEAP) reveals that even though a guiding principle for the implementation was gender mainstreaming, indicators for gender mainstreaming were either not met or generally not measured. The NDP and complementary development frameworks such as the Peace Recovery and Development Programme for Northern Uganda (PRDP) are therefore being developed and implemented respectively with identifiable and measurable commitments to gender equality and women's empowerment.

The United Nations is committed to gender mainstreaming and women's empowerment, in its operations and programmatic work. In compliance with its principles and also a guiding development principle of Uganda, gender mainstreaming and women's empowerment are an area of special focus in the UNDAF for 2010 – 2014. Within the context of current UN reforms, UN Agencies are maximising their comparative advantages for greater impact in their common programming framework, i.e. the UNDAF. Several joint programming areas have therefore been identified within the various Outcome Areas of the new UNDAF where Agencies will deliver as ONE in support of the national efforts. This will enhance collaboration among Agencies and coherence in programming; reduced duplication of activities and the incidence of double funding, standardised procedures and greater efficiency of resources and reduced transaction costs of partners in government and civil society who will now deal with lead Agencies rather than several individual Agencies. A joint programming also requires joint resource mobilisation and joint reporting. This would enhance greater accountability of results and impact of donor support and also reduce their transaction costs by dealing with a single UN entity rather than multiple Agencies working on similar issues.

Gender equality and women's empowerment are embedded in the Millennium Declaration and are imperative for achievement of 6 of the 8 Millennium Development Goals (MDGs), viz. Goal 1 on poverty reduction, Goal 2 on universal primary education, Goal 4 on reducing child mortality, Goal 5 on improving maternal health, Goal 6 on combating HIV/AIDS and Goal 7 on ensuring environmental sustainability. Women's Empowerment and Gender Equality is the third of the MDGs and is therefore also an end in itself and not only a means for the achievement of the other Goals. The UN and governments, including Uganda are committed to the achievement of the MDGs by 2015, and the UN has consequently within its various mandates and programmes been assisting governments in working towards achievement of the Goals including measuring of progress.

The Joint Programming on Gender will also focus on enhancing progress in the attainment of MDG 3 and the other Goals that hinge on women's empowerment. The

joint programming will focus on advocacy, capacity building and support for policy formulation and implementation in the following areas: -

- Capacity of government and civil society to deliver on national and international commitments on gender equality and women's empowerment.
- Coordination for gender mainstreaming and women's empowerment in government and civil society.
- Community awareness and citizen's empowerment to access rights
- Capacity of social service sectors to deliver quality services for the achievement of gender related social services
- Improved evidence base for gender equality planning and budgeting.

**The increased collaboration and cohesion in UN programming on Gender Equality will be evidenced by the following benchmarks set for April 2010: -**

1. Efficiency savings: The UN JP on Gender will demonstrate efficiency savings in reduced administration costs/reduced duplication of activities in at least two areas of programming, viz. Gender Based Violence and Security Sector Reforms.
2. Effectiveness: Discrete agency programming on gender equality based on Ministry of Gender staff has ceased and replaced by senior level strategic technical assistance and civil society collaboration allowing the Ministry to fulfil its mandate for co-ordination, policy guidance and monitoring. The MGLSD to consequently have a mechanism in place for co-ordination and monitoring of grassroots level/behaviour change interventions to tackle attitudes to gender equality including gender based violence.
3. Five Year, 2010-2014 Joint Programming Document with results framework: A five year Joint Programming Document on Gender Equality and Women's Empowerment with results framework, budget, indicators, source of funding and monitoring and evaluation plan and setting out clear strategies by which outcomes will be achieved is agreed by the UNCT. The document to be based on assessments and national stakeholder consultations.
4. A UN strategy for eliciting public accountability to key gender equality commitments, viz. implementation of the recommendations in the Concluding Comments of the CEDAW Committee on Uganda's CEDAW Report and Security Council Resolutions 1325 and 1820.
5. A clear mechanism for funding of civil society initiatives under the UN Joint Programming on Gender and tracking of resources for gender equality within the JP on Gender.
6. A Report on the 2009 Work Plan.

## **2.0. SITUATION ANALYSIS AND JUSTIFICATION FOR A UN JOINT PROGRAMMING ON GENDER IN UGANDA.**

The main gender problems in Uganda, the status of women in various socio-economic spheres, strategies for the priority areas of the Uganda Gender Policy (2007) and the analysis of past UN work on gender equality are presented in this sub section to make the case for the development of a UN joint programming on gender equality.

### **2.1 THE MAIN GENDER PROBLEMS IN UGANDA**

Some progress has been registered in the attainment of gender equality and women's empowerment in Uganda. The Constitution of Uganda sets the policy and legal framework for this. It recognises gender equality as a fundamental human rights principle (Chapter 4); provides for affirmative action to redress imbalances including those based on gender, and specifically recognises the rights of women<sup>1</sup> to reach their full potential in social, economic and political activities; and calls for the outlawing of customs, traditions and practices that undermine the welfare, dignity and interests of women. Subsequent legislations such as the Local Government Act, the Land Act and the Land Acquisition Act give effect to some of the aforesaid provisions. The Poverty Eradication Action Plan (PEAP) to be replaced by the National Development Plan from 2010 is the national planning framework for Uganda with implied principles for gender responsive.

Uganda has a national gender policy revised in 2007, that provides a framework and strategies for gender mainstreaming and women's empowerment, in line with national, regional and international commitments on women's rights that Uganda is signatory to. These include The Convention for the Elimination of All Forms of Discrimination Against Women (CEDAW 1979), the Beijing Declaration and Platform for Action (1995), the Commonwealth Plan of Action on Gender and Development (2005-2010), the International Conference on Population and Development (1994), the United Nations Declaration on Violence Against Women (1993), the Millennium Declaration (2000), and the Convention on the Rights of the Child (1990).

With the introduction of the Universal Primary education (UPE) PROGRAMMING in 1997, trends on gender gap in education especially in primary school show a clear move towards parity in access for boys and girls and towards universal enrolment of all school age population'. Overall primary school enrolment rose from 5.3 million in 1997 to 7.3 million in 2002 with girls constituting 49% in 2002, 49.6% in 2005 and 50% in 2006. Affirmative action in public universities also witnessed a progressive increase in female enrolment from 23.9% in 1989/90 to 45.2% in 2005/6.

The 30% space offered to women for their participation in politics and decision-making has been largely achieved and women currently hold 33.2% of the seats in Parliament and

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<sup>1</sup> Art.33, Constitution of the Republic of Uganda 1995.

<sup>2</sup> Gender and education in Uganda, A case Study for EFA Monitoring Report, 2003, prepared by Dr. Deborah Kasente, Makerere University.

all local government councils have at least 30% female representation. Several laws and policies have been designed to foster gender equality and inclusiveness in other spheres of life, such as the Equal Opportunities Act, the Strategic Exports Strategy, the Plan for Modernisation of Agriculture, the Rural Development Strategy and the Micro-Finance Outreach Plan

Despite the progress noted above, and the favourable policy environment there are still challenges to equality. In the area of education, although gender parity in access especially at the primary level has been largely achieved the drop out rates for girls is high. 35% of girls are pregnant by age 17 years and others drop out due to other factors such as poverty, HIV/AIDS, harassment in school, lack of proper sanitary facilities or child labour. Current literacy levels are 76% male and 61% female with varying regional disparities.

Women's economic empowerment has been slow due to existing inequalities in ownership and access to the means of production including land, capital, finance and equipment; and their lower level of education, marketable skills, networks and contacts compared to men limit their opportunities for wage employment. Agriculture is the mainstay of the economy in Uganda and women are disadvantaged here as their labour is mainly for subsistence purposes and largely unpaid. 83% of the female working population is engaged in agriculture compared to 66% men, yet only 25.5% control the land they cultivate.<sup>3</sup> Most agricultural land is under customary tenure which grants women only user rights. Many women cannot therefore benefit from financial opportunities such as bank loans because of lack of collateral. They can access small loans such as micro credits, which offer minimal amounts and therefore limited opportunities for growth.

Even with the above disadvantages, women are increasingly becoming breadwinners, and women headed households consequently constitute a higher proportion of the chronically poor". Women work much longer hours than men (12-18 hours a day compared to 8-10 hours a day for men), bear the brunt of domestic work, and lack access to basic technology and time saving devices for their domestic and agricultural work. This has a negative impact on food security, women and children's health and well being and overall national productivity.

The Constitutional and other legislative affirmative action provisions for women's political participation have resulted in women's representation at the highest political level to the village level. Women's representation at parliamentary and local government levels has unfortunately not significantly exceeded the 30% reserved seats for Women. This implies that women have not been able to compete favourably with men for the competitive seats. Women have also not fared well in positions not covered by affirmative action. There is only one female district chairperson out of more than 80 chairpersons. Also of concern, is the limited progress of women councillors to articulate, mainstream and make the decentralized governance structures of government accountable .

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<sup>3</sup> Uganda Gender Policy, p.?

<sup>4</sup> Uganda National Household Survey 1992-2003

to its commitments on gender equality at the district, sub-county and community levels. At the central government level, women are still under represented in senior positions (Permanent Secretaries, Heads of Department and Divisions); women constitute 17.4%, whereas men account for 82.6%.

The Constitution of the Republic of Uganda guarantees equality between women and men in political, social and cultural life. Young women and girls' rights are violated however through early pregnancy or marriage; 25% of women are pregnant by age 19 (UDHS 2006) and women's age for sexual debut is 16.7 years compared to men at 18 years. This has implications for continuing education, high fertility and infant and maternal mortality and morbidity. Heavy household chores for the girl child further impinge on their right to education.

Uganda has made significant strides in lowering HIV prevalence rates, from 18% in 1992 to 7% in 2005. Current trends however show a rise in new infections with women significantly more affected than men, especially in the reproductive age brackets, i.e. between 15 and 45 years. In the least affected age group (15-19 years), male infection level is 0.3% while female infection level is 2.7%. The most affected segment of the population for new infections is married, monogamous couples, signifying a gender dimension to infection patterns, reflective of unequal gender relations and consequently the inability of women to avail themselves of protection methods and at the same time bearing the burden of care for infection within the family.

The health status for women and children in Uganda is also not favourable and the MDG targets for reduction in maternal and child mortality are unlikely to be met. Maternal mortality is 435 deaths per 100,000 live births, infant mortality is 76 deaths per 1000 live births and Under Five mortality is 137 deaths per 1000 live births. Some of the causes of infant and child mortality are related to the status of women such as household income, mother's education, age at first birth and multiple births. Other causes include limited social services such as health facilities and vaccinations. Contributory factors to high maternal mortality include high rates of fertility (6.7 births per woman), poor access to quality maternal and neonatal care, limited capacity of health facilities to manage complications, limited information of women on safe pregnancy and disease, harmful cultural and traditional practices and the low status of women.

Related to the above are the high levels of gender based violence and the inability of the state apparatus to effectively respond to the situation. At least 60% of women in Uganda are estimated to have suffered some kind of violence. Most of the violence takes place in domestic settings. The legal framework to address the aforementioned is weak. A Domestic Violence Bill has been in draft since 2006 and a Domestic Relations Bill has been pending for more than three decades. Debates around the passage have focused on religious and cultural norms, contrary to international standards for women's human rights.

Accountability for domestic and sexual violence is frustrated by difficulties in meeting the requirements for prosecution, including the standard of proof and community

perceptions of gender based violence. In cases of rape and other sexual offences, the standard of proof cannot be met by complainants in most cases as they either cannot afford the fees for medical examinations and reports or the relevant health personnel authorised to sign such reports are not present in the health centres. Women find it difficult to pursue legal channels because of cultural norms that preclude domestic matters from being settled in the public realm. Police and other law enforcement officers are also not trained to handle such issues and follow up of cases is weak. There is therefore growing impunity for such offences, to the detriment of the social well being of women and children.

Systemic bottlenecks, low implementation of current commitments to gender equality including legislations and policies, traditional and cultural norms and practices and male patriarchy have jointly contributed to constrain progress towards gender parity and women's empowerment in the political, economic and social structures. It has situated women in reproductive roles as wives and mothers and men in the productive roles as breadwinners and public decision makers and internalised patriarchy, even among **women.**

### **3.0 DESIGN OF THE JOINT PROGRAMMING**

This sub section presents, in summary, the process that was followed in designing the UN Joint Programming on Gender. It presents what the expected overall results of the joint programming will be. It also describes the justification for the immediate outputs and activities to be taken in year land the strategy the UN will adopt.

#### **3.1. THE PROCESS**

Gender equality and women's empowerment is an area of special focus in the UNDAF for 2010 – 2014. UN Agencies have been working on gender equality issues, but a mapping of their current and past activities revealed lack of coordination, concentration in a few sectors, and inadequate support in others", It also revealed lack of strategic engagement with government and civil society, mainly through individual Agency programming in similar areas resulting in high transaction costs for all parties, limited cohesion and consequently low impact.

The programme was developed by II UN Agencies with the assistance of a consultant and the appointment of a coordinating Agency, UNIFEM. It involved consultations with national stakeholders in government, civil society and bi-laterals. It was reviewed by a technical group comprised of national stakeholders in government and civil society and validated by a wider stakeholder audience that included donors working on gender equality issues.

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<sup>s</sup> See Annex 1; Mapping of UN Gender Programmes

### 3.2. THE RESULTS FRAMEWORK<sup>6</sup>

A Five-Year Results Framework, to Outcome and primary Output level, has been developed. Indicators and baselines will be established after the relevant assessments and data have been collected. Milestones for intermediate outputs and indicative activities for a five year programme will then be identified, and the Results Matrix costed. The Programme for 2009 will establish the baseline and set the foundation for the implementation of the Five Year Programme.

### 3.3 BASIS OF SELECTING JOINT PROGRAMMING OUTCOMES

Addressing national priorities for gender equality is the main background in selecting the outcomes. Consequently, as illustrated in Table 1 below, the outcomes contribute to the achievement of the UGP, some of the objectives of the NOP (5 out of 7) and the UNOAF outcomes.

#### *The JP Outcomes are:*

1. Central and local government in selected districts have strategies, systems and staff capabilities to increase women's access to sustainable livelihoods and gainful employment;
2. Effective policies and strategies to reduce gender-based violence and increase women's access to justice developed at all levels, and advocacy strategies for their implementation at both national and local level being implemented;
3. Policies, systems and strategies developed for citizen's active participation in politics and decision-making and accountability processes, including Parliament, political parties, local government and community organizations, that impact the advancement of gender equality;
4. Strategies, plans and capacities to reduce priority Gender gaps in selected MOG related programmes developed by relevant government institutions and CSOs;
5. National Gender machinery and key stakeholders' have systems, plans, budgets and human resources in place to effectively coordinate, implement and monitor Gender and Macro Economic Policies;
6. The UN system in Uganda provides strategic, comprehensive, coherent and effective support to gender responsive programming in the country within a joint programming framework.

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<sup>6</sup> See Annex 2

Table LO: JP PROGRAMMING OUTCOMES CONTRIBUTION TO NATIONAL OUTCOMES.

National Development Plan (Development Objectives)	Uganda Gender Policy	Draft UNDAF Outcomes	Other National Documents (PRDP, KIDDP)	JP Outcomes
<p>1. Uplifting household standards of living</p> <p>2. Enhance the quality and availability of gainful employment</p>	<p>Gender and livelihoods</p> <p><b>National Outcome 1:</b> Gender inequalities in access to improved and sustainable livelihoods reduced</p>	<p>2. Vulnerable segments of the population in Uganda have increased access to sustainable livelihoods and in particular enhanced agricultural production to cope with population dynamics, increasing economic disparities, the growing burden of HIV/AIDS, environmental shocks and recovery challenges</p>	<p>(2) Rebuilding and Empowering communities (PRDP)</p> <p>(4) Supporting the development of alternative means of livelihood for the people of Karamoja (KIDDP component)</p>	<p><b>Outcome 1:</b> Central and local government have strategies, systems and staff capabilities to increase women's access to sustainable livelihoods and gainful employment.</p>
	<p>Gender and rights</p> <p><b>National Outcome 2:</b> Gender inequalities in access to justice, gender-based violence, and socio-cultural discrimination reduced</p>	<p>1. Government and Civil Society in Uganda have improved capacity for governance and accountability in order to reduce geographic, economic and demographic disparities in attainment of MDG</p>	<p>(1) Consolidation of State Authority (PRDP)</p>	<p><b>Outcome 2:</b> Effective policies and strategies to reduce gender-based violence and increase women's access to justice developed at all levels, and advocacy strategies for their implementation at both national and local level being implemented.</p>
<p>7. Strengthen good governance and improve human security</p>	<p>Gender and Governance</p> <p><b>National Outcome 3:</b> Women's presence in decision making for their meaningful participation in administrative and political processes strengthened</p>	<p>1. Government and Civil Society in Uganda have improved capacity for governance and accountability in order to reduce geographic, economic and demographic disparities in attainment of MDG</p>		<p><b>Outcome 3:</b> Policies, systems and strategies developed for citizen's active participation in politics and decision-making and accountability processes, including Parliament, political parties, local government and community organizations, that impact the advancement of gender equality.</p>

4. Increase access to quality social services	National Outcome 4: Priority gender gaps in MDG related social services reduced. [Not included in Uganda Gender Policy]	3. Vulnerable populations in Uganda especially in the greater north, have increased access to and use of sustainable and quality basic social services by 2014.		Outcome 4: Strategies, plans and capacities to reduce priority Gender gaps in selected MDG related PROGRAMMING, developed by relevant government institutions and CSOs.
	Gender and Macro-economic management			Outcome 5: National Gender machinery and key stakeholders' have systems, plans, budgets and human resources in place to effectively coordinate, implement and monitor Gender and Macro Economic Policies
	National Outcome 5: Gender inequalities in macro-economic policy formulation, implementation and evaluation reduced			

### 3.4 JOINT PROGRAMMING OUTPUTS

The selection of outputs for the identified outcomes of the Joint Programming is guided by UN Organisation's comparative advantage. These are in the areas of capacity building, advocacy for the implementation of policies, laws etc, international credibility to ensure government fulfils its commitments, sensitisation and awareness raising and technical assistance for mainstreaming gender in national development and sector policies and strategies.

## 4.0 JOINT PROGRAMMING STRATEGY

### 4.1 National Frameworks for Gender Equality and Women's Empowerment

The Constitution of Uganda (1995) sets the basis for the country's strategy for gender equality by guaranteeing equality between men and women in political, social and cultural life, affirmative action in favour of women to all elective offices and the abolition of all negative cultural or traditional practices as means to achieving gender parity and women's rights.

A Ministry of Gender Labour and Social Development was established in 1994 with a mandate to lead and coordinate gender responsive development and women's empowerment. This includes supporting capacity development within sectors for gender mainstreaming, policy developments to ensure gender responsiveness and coordination of efforts towards the aforementioned.

Uganda is signatory to key international and regional commitments and Conventions on gender equality and women's rights. These include The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW 1979), The Beijing Declaration and Platform for Action (1995), The Commonwealth Plan of Action on Gender and Development (2005 - 2010), The International Conference on Population and Development (1994) The United Nations Declaration on Violence Against Women (DEVAW, 1993), The Millennium Declaration (2000) and the Convention on the Rights of the Child (CRC, 1990). At the regional level there are several commitments including The Protocol on the Rights of Women in Africa (2003), the Inter Governmental Authority on Development (IGAD) and the AU Heads of State Solemn Declaration on Gender Equality (2004).

Subsequent to the adoption of the 1994 Constitution, several supportive laws, strategies and frameworks have been developed in furtherance of gender equality. These include the Local Government Act (Cap 243) that provides for 30% representation of women for all local council bodies from LC V to village levels to be properly constituted; The Land Act (Cap 227) that recognises women's land rights; The Land Acquisition Act (Cap 226)

that requires spousal consent on all matters relating to land from which the family derives sustenance; and the National Agricultural Advisory Services Act (2001) that has gender mainstreaming as a guiding principles and requires that gender and poverty issues be incorporated in NAADS planning and implementation, sensitisation of districts on gender issues and identification of indicators to address gender issues at the district and sub-county levels.

The MGLSD revised the Uganda Gender Policy in 2007. The revised policy lays out four priority areas of focus for strategic interventions for gender mainstreaming and women's empowerment. These are: -

1. Gender and Livelihoods
2. Gender and Rights
3. Gender and Governance
4. Gender and Macro Economics

#### 4.2 UN SYSTEM COLLABORATION ON GENDER EQUALITY

The strategies of this joint programming are informed by the integrated approach to programme development and delivery at country level outlined in the UNDAF. The overall strategy to be adopted in assisting Government efforts at mainstreaming gender will continue to be at the level of capacity building and advocacy. While gender as a cross-cutting theme is being incorporated in all UN programme areas, this programme is a specific gender equality and women's empowerment programme designed to accelerate progress towards parity and empowerment through support for the following:

- Capacity of government and civil society to deliver on national and international commitments on gender equality and women's empowerment.
- Coordination for gender mainstreaming and women's empowerment in government and civil society.
- Community awareness and citizen's empowerment to access rights
- Capacity of social service sectors to deliver quality services for the achievement of gender related social services
- Improved evidence base for gender equality planning and budgeting.

The situation of women in social, political and economic areas needs to improve to achieve parity as significant gender inequalities continue to limit women from realising their full potential and restricts their ability to participate in, contribute to and benefit from national development. It is therefore important to ensure adequate institutional capacity to develop and implement policies that adequately address gender as a crosscutting issue in sectors of the economy and in the social, political, and legal domains in a sustained and systematic manner.

The MGLSD set up to provide this capacity across sectors lacks the human and financial resources to execute this mandate. Support will be provided to strengthen the

coordination and leadership role of the MGLSD to enhance their capacity and promote state accountability.

NGOs and CSOs, including women's organisations are natural allies to complement and support the mandate of the MGLSD, given their increasing visibility and active role in promoting democratic governance and sustainable human development. They will be supported in their role of empowering communities to hold duty bearers accountable for their responsibilities through institutional strengthening, effective networking, coalition building, enhanced capacity and direct support for their activities.

The collaboration of Government and development partners is also crucial in order to build national capacities for gender mainstreaming in a holistic manner. The joint programming will therefore provide a forum for coordinated engagement with government on issues of gender mainstreaming and women's rights and mobilise resources towards this goal.

The UN Joint Programming on Gender will be premised on a rights based approach and in line with the Paris Declaration of ensuring national ownership, including civil society participation. To this end, it will employ an inter-linked strategy that uses scientific and action-oriented research and documentation to support stakeholder evidence-based advocacy in the four areas of priority identified by Government. The capacities of UN Agencies and partners at the national and district level will be strengthened through support for the generation, analysis and use of knowledge on the situation of women and gender equality. Technical assistance will be provided for capacity enhancement and development of gender equality institutions including CSOs.

The implementation of the Joint Programming will be propelled through: a collaborative engagement with stakeholders on strategic gender equality initiatives; a multi-stakeholder partnership approach for purposes of advancing synergy and complementarities between the activities of the UN, GoD, and other development partners; and integrated programming through government's sector-wide approach. The human rights-based approach will guide the design, implementation and evaluation of all programme components.

The .IP will contribute to the advancement of GoD commitments to gender equality and women's empowerment as outlined in the Millennium Declaration and MDGs (specifically the goals for gender equality and women's empowerment, reduction of maternal and child mortality and HIV), regional and international commitments and obligations to women's rights as stipulated in the African Charter on Human and Peoples Rights, the Additional Protocol to the African Charter on Human and Peoples Rights on the Rights of Women, CEDAW, the Beijing Platform for Action and UNSC Resolutions 1325 and 1820.<sup>7</sup>

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<sup>7</sup> Article 2(1)(c), Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa

The JP will build on lessons learned from gender projects supported by the UN in Uganda as well as the project based partnerships UN had with GoU and selected civil society organisations on capacity development, gender responsive budgeting, sexual and gender based violence and peace building.

Lessons learned from past and current initiatives include: (i) strengthening national capacities and institutions are vital for advancing gender equality and women's empowerment and the realization of national goals and targets and the MDGs; (ii) supporting initiatives, including advocacy that translate provisions in policies and the law into concrete action for the advancement of women and girls rights and well being; (iii) the need for joint planning, programming and monitoring for results for the rationalization of resources, (iv) to work through partnerships at all levels and (v) the need for strong national coordination by the Ministry of Gender Labour and Social Development.

#### **4.3 Geographical Scope**

The UN will strategically work with the MGLSD, other relevant line ministries and development partners at the national level, decentralized governance structures and with selected civil society organisations, including women's rights organisations, which have grassroots linkages and have registered tangible impact in advancing the rights of women and girls in Uganda.

Northern Uganda including Karamoja will be a focus for some JP initiatives because of the human development disparities between this region and other parts of the country. The human development index for the Northern Region was 0.499 in 2005, as compared to 0.637 for Central Region, 0.563 for Western Region and 0.582 for the Eastern Region.<sup>9</sup> Secondly, Northern Uganda is emerging from a protracted conflict that destroyed social, economic, cultural and political systems as well as infrastructure. The low level of development generally has had a negative impact on the overall economic development of Uganda in GDP terms. A balance will however be made between focus on the north and support to other areas to ensure a national and sustained impact of programme activities.

#### **4.4 WORK PLAN<sup>9</sup>**

The results for 2009 are in the areas of collecting evidence for policy design, advocacy and implementation; providing the enabling environment; putting systems in place; capacity building for the UN, Government and civil society organisations, the recruitment of technical assistants for selected government institutions as a strategy for strengthening institutional capacity; strengthened gender mainstreaming and most important of all the finalisation of the full UN Joint Programming on Gender.

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<sup>9</sup>UHDR 2007 page 56

<sup>9</sup> See Attachment

The Joint Programming for 2009 sets the foundation for implementation of a coordinated, cohesive and holistic programme for accountability for gender equality and women's empowerment goals within the context of the National Development Plan and the UNDAF. It will therefore support capacity enhancement of government (including social services delivery sectors related to gender) and civil society to deliver on commitments to gender equality and women's empowerment, strengthen coordination and leadership role of the MGLSD, establish a baseline for informed programming and monitoring progress, and enhance coordination and cohesion in UN gender programming.

## **5.0 MANAGEMENT ARRANGEMENTS**

### **5.1 ACCOUNTABILITY AND OPERATIONAL MANAGEMENT**

#### **5.1.1 OVERALL OVERSIGHT AND ACCOUNTABILITY**

Accountability for the Joint Programming on Gender within the UN System in Uganda is vested with the Resident Coordinator as Chair of the UN Country Team, with technical and operational support from UNIFEM as Coordinator of the Joint Programming. The UNCT functions as the Steering Committee required of Joint Programmes. The Joint Programming on Gender is a standing agenda item for the UNCT every quarter.

#### **5.1.2 Coordination**

UNIFEM will coordinate the development and implementation of the Joint Programming through the UN Gender Team; and has responsibility for mobilizing, supporting and coordinating the inputs, implementation and achievements of the Joint Programming. UNIFEM is thus accountable to the UNCT for the performance of the Joint Programming. UNIFEM will strengthen its capacity to undertake this responsibility with the recruitment of a Programme Coordinator and an Administrative Officer. An Operations Officer for the Joint Programming will be recruited and situated in the Office of the Administrative Agent.

#### **Terms of reference for the Coordination role of UNIFEM are:**

- Ensure the effective functioning of the Gender Team by convening meetings, synthesizing and disseminating information, and strategically planning and advocating the Gender Team's collective response;
- Provide policy and technical advice as well as advocate for and mobilize through the UNCT effective action on Gender by agencies;
- Ensure that the JP annual work plan is implemented; .
- Identify impediments to achievement **of** annual deliverables, and inform the Resident Coordinator when intervention is necessary;
- Provide regular implementation reports to the UNCT, and ensure that their policy directives are carried out;

- Ensure appropriate financial management for operation of the Gender Team;
- Coordinate the compilation of reports

### *5.1.3 OPERATIONAL MANAGEMENT*

Operational management of the Joint Programming is vested in the Core Management Group of the UN Gender Team, chaired by the UNIFEM Representative. The Core Management Group consists of the Gender Team representatives from the Convening Agencies for the five components of the programme and the Programme Coordinator. This group makes recommendations to the UN Country Team about how the Joint Programming funds should be allocated based on the deliberations of the UN Gender Team. The Core Management Team meets at least once a month, or more frequently as required.

Terms of reference for the Core Management Group are:

- Identify key gaps in the national response (relevant for the UN system) and determine priorities for UN action on Gender.
- Consolidate inputs from the Convening Agencies within the Gender Team and develop the Joint UN Programming on Gender 5-year Results Framework, Annual Work Plans and Budgets; negotiate agreement across UN agencies on priorities; submit to the UNCT for approval.
- Ensure implementation, oversight and monitoring of the Joint Programming.
- Prepare agenda for UN Gender Team meetings and UNCT meetings on Gender and follow up on decisions/recommendations from the UNCT.

### *5.1.4 PLANNING, IMPLEMENTATION AND REPORTING*

Planning, implementation and reporting of the Joint Programming is done by the UN Gender Team coordinated by the Core Management Team. Members are formally appointed to the Gender Team in a letter jointly signed by their Head of Agency and the Resident Coordinator. The Gender Team meets as a group once a quarter or as necessary.

Terms of Reference for the Gender Team are:

- Provide coherent and comprehensive 'Unity of Purpose' for the UN system in Uganda with respect to gender programming;
- Ensure greater focus and efficiency in support of the national policies and strategies for gender: making the most of the UN's comparative advantage, added value and mandate in support of evidence-based responses
- Provide greater consistency and efficiency in assigned points of first response and clear division of labour: 'speaking with one voice' and reducing duplication and transaction costs with respect to gender programming
- Ensure more cost-effective programming within the UN system in Uganda, with clear focus on 'results', on cost-effective planning, management and reporting

- Ensure greater accountability, both within the UN, and through its support beyond it, for achieving the promises made by governments and partners – the MDGs, CEDAW, etc;
- Design, implement and report on the UN Joint Programming on Gender;
- Provide a resource mobilization framework, an effective and efficient vehicle within the overall national resource envelope through which additional resources can be channelled into gender programming in Uganda.

**Terms of reference for individual Gender Team members are:**

- Contribute to the development, implementation and monitoring of the Joint Programming on Gender, both as general team members and specifically within their outcome area;
- Attend all Gender Team meetings and follows-up on action points;
- Provide technical advice to the Gender Team, government, individual agencies and other partners within their area of expertise;
- Keep their Head of Agency informed of Gender Team activities; and report regularly to their agencies.
- Ensure that gender related programmes in their agency's country programme document are reflected in the JP;
- Represent the Gender Team in various government-led technical working groups, committees or forums, as requested by Gender Team Coordinator, based on division of labour, presence and capacity.
- Provide technical advice and review national progress reviews and national processes.

The Heads of Agencies (using existing agency accountability frameworks and individual organization processes) will ensure that individual performance assessments take into account time and technical contribution to the Joint Team. The Gender Team Coordinator can be asked to contribute to Joint Team member's performance appraisal.

Within the Gender Team and the Joint Programming, Convening Agencies have been assigned for each of the six programme Outcomes of the Joint Programming on Gender. The representatives within the Gender Team for each Convening Agency constitute the Core Management Team.

**Terms of reference for the Convening Agencies are:**

- Convene meetings of the Gender Team members within their Joint Programming Outcome;
- Consolidate the inputs to the Joint Programming within that Outcome;
- Coordinate and consolidate the reporting within that Outcome;
- Function as a member of the Core Management Team;
- Be accountable for the contribution of Team members within that Outcome.

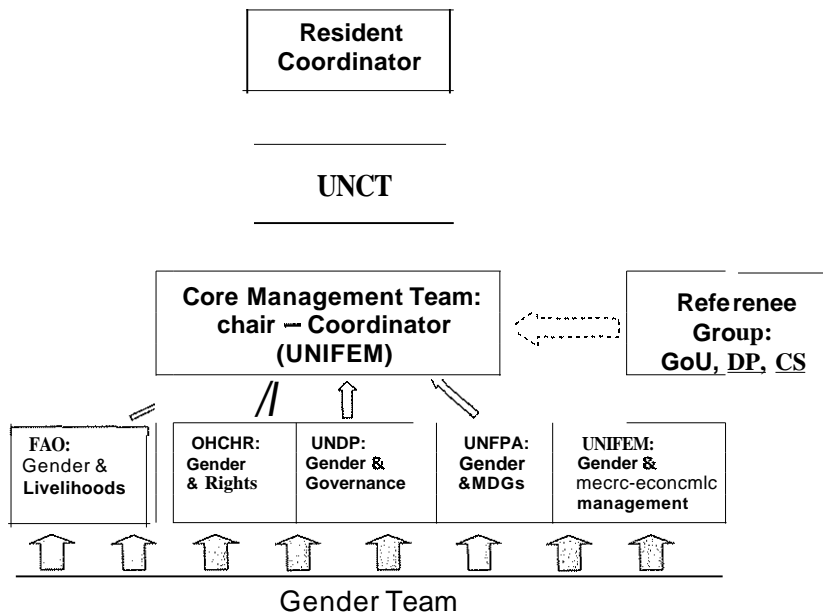
Convening Agency members meet with the members of their outcome area once a month before the core management meeting.

### 5.1.5 OWNERSHIP AND VALIDATION

The UN Gender Team meets twice a year with the Ministry of Gender and its partners, donors and selected civil society representatives as a Reference Group to validate the operational programme to be presented to the UNCT for approval, and to review progress. The Reference group will comprise of the Ministry of Gender, Labour and Social Development, key government sectors critical to the implementation of the JP on Gender (to be determined by the MGLSD in consultation with the UN coordinating Agency, UNIFEM), donors and representatives of civil society organisations. The Reference Group will be co-chaired by the Minister of Gender and the UNIFEM Representative (representing the UNCT and the Resident Coordinator). Additionally, the Gender Team will have regular consultations with the technical team of the Ministry as and when necessary.

### The management structure

Management structure for the Joint Programming:



## 5.2 FINANCIAL MANAGEMENT

Funding support for the Joint Programming on Gender will use two modalities:

Parallel funding: where agencies are reflecting existing funding in the programme, and  
Pass-through funding: for the additional donor funding supporting the Joint Programming.

### 5.2.1 PARALLEL FUNDING

Under this option, each organization manages its own activities within the common work plan and the related budget, whether from Regular or Other Resources. Funding arrangements under this option follow each agency's regulations and rules for individual programming and project processes. Each participating UN organization will prepare a separate budget, consistent with its procedures, and covering the mutually agreed components of the programme it will manage. The budget components of each participating UN organization will be consolidated into the Joint Programming budget. Each UN organization will account for the income received to fund its programme components in accordance with its financial regulations and rules.

### 5.2.2 Pass-through funding

Details of procedures, processes and requirements for pass-through funding of the Joint Programming are contained in the **Standard Memorandum of Understanding (MOU) for Joint PROGRAMMES and Standard Administrative Arrangements for Joint PROGRAMMES using Pass-Through Fund Management**". The main points are summarised below.

### 5.2.3 Administrative Agent

UNDP has been selected as the Administrative Agent for the Joint Programming on Gender. As set out in the **Standard Memorandum of Understanding (MOU) for Joint PROGRAMMES using Pass-Through Fund Management**, and re-iterated in the memo from Kemal Dervis of 28 June 2007, **UNDP accountability when acting as Administrative Agent in Multi-donor Trust Funds and/or UN Joint PROGRAMMES**, will include the following:

1. Receive donor contributions on behalf of the Participating UN Organizations;
2. Disburse funds to Participating UN Organizations as instructed by the fund allocating Steering Committee or equivalent mechanism;
3. Report on the sources and uses of donor contributions received;
4. Consolidate reports from Participating UN Organizations for submission to donors;
5. Consolidate key audit recommendations received from the auditors of the Participating UN Organizations as well as the audit of the Administrative Agent.

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<sup>10</sup> Latest version of 10.30.2008

The UNCT will be accountable to donors for funds received. Acting as the AA authorised by the UNCT, UNDP will negotiate and sign a Letter of Agreement with donors in respect of the Joint UN Programming. UNDP will also sign a Memorandum of Understanding with participating UN Agencies (see Attachment 2). Under the latter MoU, each UN organization participating in the Joint UN Programming will be responsible to programme and manage the allocated funds in line with its own established regulations and rules. In other words, both programmatic and financial accountability will rest with the participating UN Organizations

The Administrative Agent will be entitled to an administrative fee of one percent (1%) of the amount contributed by each donor signing an Administrative Arrangement, to meet the Administrative Agent's costs of performing the Administrative Agent's functions described in this Memorandum of Understanding. The Administrative Agent will establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received pursuant to Administrative Arrangement (hereinafter, the "Joint Programming Account"). The Joint Programming Account will be administered by the Administrative Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest. The Administrative Agent will determine the modality for reporting on pass through funding.

#### *4.2.4 Participating Organizations*

The implementation of the Joint Programming activities will be the responsibility of the Participating UN Organizations and will be carried out by each Participating UN Organization in accordance with its applicable regulations, rules, directives and procedures. Indirect costs of the Participating UN Organizations recovered through programme support costs will be 7%. In accordance with the UN General Assembly resolution 62/208 (2007 Triennial Comprehensive Policy Review principle of full cost recovery), all other costs incurred by each Participating UN Organization in carrying out the activities for which it is responsible under the Joint Programming will be recovered as direct costs. The Participating UN Organizations recognize that the donors reserve the right to discontinue future contributions if reporting obligations are not met as set forth in the Administrative Arrangement; or if there are substantial deviations from agreed plans and budgets. Each Participating UN Organization will establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it from the Joint Programming Account. Each Participating UN Organization assumes full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. That separate ledger account will be administered by each Participating UN Organization in accordance with its own regulations, rules, directives and procedures, including those relating to interest. That separate ledger account will be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the Participating UN Organization. <sup>11</sup>

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<sup>11</sup> **Where the Administrative Agent is also a Participating UN Organization, it will need to open its own separate ledger account and transfer funds from the Joint Programme ACCOUNT to its separate ledger account.**

### **5.3 PLANNING AND REPORTING FOR THE JOINT PROGRAMMING**

#### **5.3.1 Planning**

One of the primary aims of the Joint Programming is to consolidate planning and reporting. The activities for the Joint Programming for 2009 are drawn from existing gender-related activities from current agency and organization plans; others have been determined by the Gender team on the basis of urgent priorities from the 5-year Outcomes and Outputs Matrix. These have been consolidated into the Annual Work Plan for 2009.

#### **5.3.2 Monitoring and Reporting**

Gender Team members still report within their agency reporting systems; and are also expected to report achievements and expenditures against the Joint Programming Plan. UNIFEM, as the designated Coordinating Agency for the Joint Programming on Gender, working through the Gender Team, is responsible for undertaking programme monitoring, evaluation and reporting to the UNCT.

The Gender Team will use the following four elements to monitor its performance:

Rolling Annual Work Plan and Budget  
Six-monthly Financial and PROGRAMMING Implementation Progress Reports  
Full Annual Progress Report  
Mid-Term Review (MTR) conducted after two to three years.

For reporting, each participating UN organization will prepare both financial and implementation progress reports in accordance with its financial regulations and rules. In addition to the financial reports prepared by the participating UN organizations, the AA will also prepare consolidated financial reports consisting of its disbursements for any additional donor funds to the participating organizations over the reporting period. These different reports and inputs will then be consolidated by the Gender Joint Programming Coordinator and the Core Management Group to highlight key issues, achievements, lessons learned and recommendations for future action. Subsequently, and following a technical review by the Gender Team, the Gender Joint Programming Coordinating Agency will submit the final report to the UNCT for final review and approval, and onward transmission to concerned partners and stakeholders.

The Reference Group of stakeholders (see section 5.1.5 above) will be invited to regular reviews to appraise programme progress.

The Joint Programming will use the standard UN annual planning cycle (January-December). But to ensure that this links to, and aligns with the Government of Uganda planning cycle (July-June), Joint programming planning and reporting will be managed in two six months' blocks every 12 months (see table below).

#### 5.4 RISK ANALYSIS

There are a number of possible risks associated with the Joint Programming. These are elaborated below, along with mitigation strategies.

1. Inadequate recognition by the UN agency heads, and the UN Resident Coordinator, of the implications of joint programming on gender (*low probability, high impact*). Commitment of all HoA officially sought, and approval of UNCT given, prior to development of the programme; commitment and full support of the UN Resident Coordinator established.
2. Choice of an AA and the percentage of individual UN organization administrative fee are potential sources of misunderstanding and conflict in donor-funded joint programming activities (*low probability, medium impact*). Standardized rates and ceilings have been negotiated with all participating agencies beforehand; explicit instructions from UN Development Group to ExCom agencies (UNICEF, UNFPA, UNDP and WFP) to apply agreed ceilings for joint programming at country level prior to implementation of the joint programming in Uganda. Choice of the AA already approved by UNCT.
3. Constraints on the UN system participating organizations working together, communicating effectively, and delivering in a timely manner against the joint programming (*medium probability, high impact*). Process for the development of the team, and explicit ways of working together stressed during the development of the PROGRAMMING; M&E, accountability and systematic consultation mechanisms (Core Management Group) put in place for early identification of problems.
4. Lack of critical human resources or official presence, especially within certain UN organizations, to drive the joint programming agenda across agencies, and to implement the programme (*medium probability, high impact*). RoA willingness to make staff available for Gender Team work continuously monitored by Coordinator; possibility of donor funding to be used in a 'matching' mechanism to strengthen capacity in the short term; continuous performance monitoring system and programmatic M&E in place
5. Constraints on agencies due to the restrictions of their current programmes as well as mind-sets in working (*medium probability, high impact*). Continuous focus on progressive harmonization and increased pooling of resources within the UN system; incentives for joint programming need to be visible for individual agencies. Recognition of joint programming approaches necessary in agency reviews, planning, reporting, etc; and continuous involvement and peer review by Agencies (HoA) through the UNCT, Core Management Group, and technical staff through the Gender Team.

## 6.0 ANNEXES

### Annex 1: MAPPING of UN GENDER PROGRAMMINGS

#### UGANDA GENDER POLICY PRIORITY AREAS CURRENTLY SUPPORTED BY UN AGENCIES

	UNDP	UNICEF	UNFPA	WHO	OHCHR	UNIFEM	WFP	FAO	UNAIDS	UNCDF	ILO
<b>Gender and livelihoods</b> <ul style="list-style-type: none"> <li>● Labour &amp; time saving technologies</li> <li>● Improve earning potential of poor</li> <li>● Social protection for poor &amp; vulnerable</li> </ul>	X						X	X		X	X
<b>Gender and rights</b> <ul style="list-style-type: none"> <li>● Improved access to justice</li> <li>● Combat SGBV</li> <li>● Promote legal literacy</li> <li>● Law reforms including discriminatory laws &amp; practices</li> </ul>	X	X	X X		X  X	X  X		X		X	
<b>Gender and zcvemance</b>	X										

<ul style="list-style-type: none"> <li>Capacity building of women leaders</li> <li>Address gender discrimination in elective and appointed positions</li> <li>Broaden scope of affirmative action</li> </ul>	X					X				X
Gender and macro-economic management <ul style="list-style-type: none"> <li>Gender mainstreaming in macro economic policies</li> <li>Gender budgeting</li> </ul>					X	X				X

	UNDP	UNICEF	UNFPA	WHO	OHCHR	UNIFEM	WFP	FAO	UNAIDS	UNCDF	ILO
Gender and rights <ul style="list-style-type: none"> <li>coordination</li> </ul>			X								
Gender and governance <ul style="list-style-type: none"> <li>Capacity building of local govt.</li> </ul>	X										
Gender and macro-economic management											

<ul style="list-style-type: none"> <li>National Development Plan</li> </ul>						X
<b>Education</b> <ul style="list-style-type: none"> <li>Legal &amp; policy reforms</li> <li>Advocacy</li> <li><b>Water &amp; sanitation</b></li> </ul>		X				
<b>Health</b> <ul style="list-style-type: none"> <li>Capacity building/training</li> <li>Reproductive health</li> </ul>		X		X	X	
<b>Crisis prevention, resolution and recovery</b> <ul style="list-style-type: none"> <li>Peace building</li> <li>Advocacy</li> </ul>	X					X X

**Annexe 2. JOINT PROGRAMMING RESULTS MATRIX**

Outcomes	Outputs	Indicator(s)	Convening Agency	Supporting agencies	Funds Available	Funds Required	Total Budget
Outcome 1: Central (selected sectors) and local government in selected districts have strategies, systems and staff capabilities to increase women's access to sustainable livelihoods and gainful employment.	Output 1.1 Government, including Local Governments have formulated and approved policies and legal frameworks on women's control and ownership of production assets including land and business premises.		FAO				
	Output 1.2 Local governments, women's CBOs, traditional leaders and communities are sensitized to protect women's land rights and secure women's access and control over land.		FAO	ILO, UNIFEM			
	Output 1.3 Ministry of Gender has developed a system that registers the economic contribution of (rural) women and men in production to inform relevant policies and programmes		FAO	UNIFEM, ILO			
	Output 1.4 Government institutions including Ministry of Local Government have developed strategies to support improved productivity, employment creation and income in agriculture and		FAO	ILO, UNCDF, UNIFEM			

Outcomes	Outputs	Indicators)	Convening Agency	Supporting agencies	Funds Available	Funds Required	Total Budget
	non-farm activities for women in rural areas.						
	Output 1.5 Legislation, policies and programmes related to employment and livelihood [for women's entrepreneurship in small scale enterprises] engendered/formulated		FAO	UNIFEM, UNCDF, UNFPA, UNIDO, 10M, ILO			
	Output 1.6 National advocacy campaign developed to address the cultural basis of unbalanced gender division of labour in Uganda.		FAO				
Outcomes	Outputs	Indicators)	Convening Agency	Supporting agencies	Funds Available	Funds Required	Total Budget
Outcome 2: Effective policies and strategies to reduce gender-based violence and increase women's access to justice developed at all levels, and advocacy strategies for their implementation at both national and local level being imolemented.			OHCHR	UNHCR, UNIFEM, UNFPA, UNAIDS, 10M, UNHCR, WHO			

Outcomes	Outputs	Indicators)	Convening Agency	Supporting agencies	Funds Available	Funds Required	Total Budget
	Output 2.1 Local government [in selected districts] developing gender responsive ordinances and policies/strategies to support women's human rights.		OHCHR	UNCDF, UNHCR, UNIFEM			
	Output 2.2: Consensus on effective policies and strategies for responses to and prevention of SGBV [and HIV] developed and being used as basis for advocacy activities by civil society in communities.		OHCHR	UNHCR, UNIFEM, UNFPA, UNAIDS, 10M, UNHCR, WHO			
	Output 2.3 Government, including Parliament, has developed laws and policies to reduce GBV and increase women's access to justice in conformity with human rights standards.		OHCHR				
	Output 2.4 Local government and communities [in targeted districts] have increased knowledge and understanding of women and men's reproductive, labour and nonertrv rights		OHCHR	UNFPA, WHO, UNIFEM			
	Output 2.5 Army, police and correctional services have policies, strategies and plans to apply human rights standards in their work and ensure proper implementation of national and international legal instruments		OHCHR	10M, UNHCR, UNIFEM			



Outcomes	Outputs	Indicator(s)	Convening Agency	Supporting agencies	Funds Available	Funds Required	Total Budget
	Output 3.4 Central and Local governments have capacity, structures and systems in place to address gender inequalities in policies, plans and		UNDP	UNIFEM. UNCDF			
	<b>Outcome 4:</b> Strategies, plans and capacities to reduce priority Gender gaps in selected MDG related programmes developed by relevant government institutions and CSOs.		UNFPA	UNDP. WHO. UNICEF. ILO. UNIFEM. UNAIDS. WFP			
	<b>Output 4.1</b> Framework in place to guide mainstreaming of gender issues in MDG sector and programmes		UNFPA	UNICEF. WHO			
	<b>Output 4.2</b> Youth Friendly SRH services established and operational in selected target districts		UNFPA	WHO			
	Output 4.3 Improved school readiness, gender-sensitive socializing and timely enrolment in primary schools for girls and boys		UNFPA	WFP. UNICEF			
	Output 4.4 Reduced gender gaps in Access, Retention, Completion of and Learning Achievements through primary education		UNFPA	UNICEF			

Outcomes	Outputs	Indicator(s)	Convening Agency	Supporting agencies	Total Budget		
	Output 4.5 Improved Quality of education through safe, healthy and gender-responsive teaching and learning environments		UNFPA	UNICEF			
	Output 4.6 Framework in place to guide mainstreaming of gender issues in HIV and AIDS policies and programmes		UNFPA	UNAIDS			
	Output 4.7 Empowered community members (men, women, boys and girls) to access and use quality maternal and		UNFPA	WHO			
<b>Outcomes</b>	<b>Outputs</b>	<b>Indicator(s)</b>			<b>Funds Available</b>	<b>Funds Required</b>	<b>Total Budget</b>
Outcome 5: National Gender machinery and key stakeholders' have systems, plans, budgets and human resources in place to effectively coordinate, implement and monitor Gender and Macro Economic Policies			UNIFEM	UNFPA, UNDP, UNCDF, ILO			
	Output 5.1 Ministry of Gender has technical capability and systems for conducting annual gender audits of the plans and budgets of selected [atmrooriatel ministries		UNIFEM	UNCDF			

Outcomes	Outputs	Indicator(s)	Convening Agency	Supporting agencies	Funds Available	Funds Required	Total Budget-
	Output 5.2 Technical capability and systems to mainstream gender in national development planning in place in selected priority Sector Ministries and Sector Working Groups and gender disaggregated data being collected and used by them to inform planning and budzetin		UNIFEM	UNCDF			
	Output 5.3 National Gender machinery organized, with systems and capabilities to fulfil the 'Roles and responsibilities' set out in the Uganda Gender Policy		UNIFEM	UNFPA, UNCDF			
Outcome 6: The UN system in Uganda provides strategic, comprehensive, coherent and effective support to gender responsive programming in the country within a joint programming framework.		Outcome and primary Output Results in Joint Programming on Gender Results Framework 80% met	UNIFEM	All Agencies			
	Output 6.1 All UN organizations planning together for a comprehensive, coherent Joint Programming on Gender	1. UN Joint Programming on Gender comprehensive Scyear Results Framework includes all UN gender-related activities 2. UN Joint Programming on Gender comprehensive Annual Work Plans progressively include all UN gender-related activities	UNIFEM	All Agencies			

Outcomes	Outputs	Indicator(s)	Convening Agency	Supporting agencies	Funds Available	Funds Required	Total Budget
	Output 6.2 UN capacity and capability to implement the Joint Programming on Gender fully developed	IJP coordinating staff recruited. 2. All participating agencies have appropriate human resource capacity to plan, implement and report on their contribution to the Joint Programming 3. Implementation of gender audit recommendations. 3. Disbursement of Work Plan funds at 80%.	UNIFEMfGENDER TEAM Administrative Agent (UNDP)	All Agencies			
	Output 6.3 Implementation of the Joint Programming on Gender being regularly monitored by UNCT and key stakeholders	1. Annual Reports from the UN Joint Programming on Gender widely available 2. Reference Group meets twice a year	UNIFEMfGENDER TEAM	All Agencies			
	Output 6.4 Implementation of the Joint Programming on Gender providing coherent and effective UN system support to implementation of the Uganda Gender Policy Action Plan	1. Reduced transaction costs of <i>GoV</i> sectors in engagement with UN Agencies. 2. Reference Group indicates coherence and effectiveness of UN support 3. Results in Annual Work Plans met	UNIFEMfGENDER TEAM	All Agencies			