



THE REPUBLIC OF UGANDA

**THE SOCIAL DEVELOPMENT SECTOR STRATEGIC
INVESTMENT PLAN (SDIP 2)
2011/12 – 2015/16**

***“Accelerating social transformation through promoting
employment and the rights of the vulnerable and
marginalised”***

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June, 2011



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FOREWORD

The Social Development Sector (SDS) was established in 2001 as part of the overall Government of Uganda Sector Wide Approach (SWAP) to planning and programming. The activities of the sector were guided by the Sector Development Sector Investment Plan (SDIP 1) which was implemented from July 2003 – June 2008. SDIP 1 articulated interventions and strategies to protect and empower the poor and the vulnerable. In particular, the plan focused on revitalization of the Community Development function particularly at the Sub county level, expanding functional adult literacy, supporting to orphans and other young vulnerable persons and people with disabilities (PWDs). Other priority areas of focus also included increasing productivity in both formal and informal sectors as well as gender and equity budgeting in sectors and districts.

While implementation of SDIP 1 partially addressed the concerns of the poor and vulnerable groups, service gaps still exist and these need to be addressed. SDIP 2 seeks to address gaps and challenges as well as build on the achievements of SDIP 1. The plan provides a planning framework for the sector to address risk and vulnerability among the poor, marginalized and socially excluded groups such as older persons, PWDs, Orphans and Other Vulnerable Children (OVC), women, non-literate adults and ethnic minorities for the next five years (2011/2012 to 2015/2016). It also articulates interventions and strategies to transform mindsets of the poor and vulnerable individuals towards work, improving productivity and development.

Under the Theme “*Accelerating social transformation through promoting employment and the rights of the vulnerable and marginalized*”, SDIP 2 shall contribute to the attainment of the National Development Plan goals aggregated under the theme “*Growth, Employment and Social Economic transformation for prosperity*”.

During the plan period, focus shall be on strengthening capacity for occupational safety and health in workplaces and emerging sectors such as oil and gas, extending social protection services to the vulnerable persons, improving the quality of non-formal adult literacy service and promoting culture for development. Programmes to prevent and respond to Gender Based Violence shall be scaled up while systems to improve service delivery including coordination, monitoring and evaluation shall be strengthened.

The Ministry of Gender, Labour and Social Development shall continue to employ the twin-track approach in the implementation of SDIP 2 and to strengthen cross-sectoral linkages and partnerships to ensure that social development concerns are identified and addressed. Implementation of SDIP 2 will also follow a participatory approach that will involve constant updating and refinement of needs of target groups. Thematic studies and annual reviews will be conducted to inform and evaluate the plan implementation.

The plan is a result of a highly consultative and participatory process involving state and non-state actors and development partners. I would like to take this opportunity to extend my appreciation to everybody that participated in the development of this plan. At the same time I call upon all actors within the Social Development sector to align their activities to the priorities of SDIP 2 over the fiscal period from 2011/2012 to 2015/2016.

Syda N. M. Bbumba (MP)
MINISTER

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Acronyms and abbreviations

ACDOs	Assistant Community Development Officers
ADRA	Adventist Relief Development Agency
BTVET	Business Technical Vocational Education and Training
CBOs	Community Based Organizations
CDD	Community Driven Development
CDOs	Community Development Officers
CDWs	Community Development Workers
COFTU	Central Organization of Free Trade Unions of Uganda
CSO	Civil Society Organizations
DCDO	District Community Development Officer
EAC	East African Community
ECD	Early Childhood Development
FAL	Functional Adult Literacy
FGM/C	Female Genital Mutilation/Cutting
GBVMIS	Gender Based Violence Management Information System
ICEIDA	Icelandic International Development Agency
IDPs	Internally Displaced Persons
ILO	International Labour Organization
IPEC	International Programme on Elimination of Child labour
LGs	Local Governments
LLGs	Lower Local Governments
LMIS	Labour Market Management Information System
MGLSD	Ministry of Gender, Labour and Social Development
MIS	Management Information System
MoFPED	Ministry of Finance Planning and Economic Development
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MTEF	Medium Term Expenditure Framework
NAADs	National Agricultural Advisory Development Services
NALMIS	National Adult Literacy Management Information System
NDP	National Development Plan
NGOs	Non Governmental Organizations
NOTU	National Organisation of Trade Unions of Uganda
NSSF	National Social Security Fund
OSH	Occupational Safety and Health
OVC	Orphans and Vulnerable Children
OVCNIS	Orphans & Vulnerable Children Management Information System
PMA	Plan for Modernization of Agriculture
PSWO	Probation and Social Welfare Officer
PWDs	Persons with Disabilities
SDS	Social Development Sector
SDIP	Social Development Sector Investment Plan
SIMPOC	Statistical Information and Monitoring Programme on Child labour
UNATCOM	Uganda National Commission for UNESCO
UNESCO	United Nation Education Scientific and Cultural Organizations
UNHS	Uganda National Household Survey
USDOL	United States Department of Labour

Glossary

Child abuse	Acts which cause physical, psychological or sexual harm to children or those which deny them the basic necessities of life.
Child	A person below the age of 18 years as per the Children Act, Cap 59.
Child labour	Work by children that is harmful to their health, education, mental, physical or moral development.
Community	A group of people living in a geographical area, who share common culture, interests and/or organised in a social structure that exhibits some awareness of common identity.
Community dialogue	A bottom-up Approach to community development used by the community to identify issues, agree on priorities to be incorporated in their community plans and solve/address them using available resources within the community. This tool involves networking amongst stakeholders such as faith based organisations, women and youth groups and sector ministries.
Cultural industries	Business or activities involved in the production and distribution of creative products, which convey ideas, messages, symbols, opinions and information of moral and aesthetic values.
Culture	Sum total of the ways in which a society preserves, identifies, organises, sustains and expresses itself.
Decent work	Refers to opportunities for safe work that is productive and delivers a meaningful income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom of expression and association as well as equal treatment for all women and men.
Disability	Permanent and substantial functional limitation of daily life activities caused by physical, mental or sensory impairment and environmental barriers resulting in limited participation (National Disability Council Act 2003).
Early childhood development	A process through which young children grow and thrive physically, mentally, socially, emotionally and morally.
Employment	The state of gainful engagement in any economic activity.
Exclusion	Being left out of the social, cultural, economic and political activities

Empowerment	A process that enables people to make their choices, have a say in decisions that affect them, initiate actions for development, cause change of attitude and enhance increased consciousness of equal access to and control of resources and services so as to take charge of development opportunities.
Equality	Equal opportunity in resource allocation, power, benefits or access to services to all persons irrespective of status or gender.
Equity	Fairness and justice in the distribution of resources, benefits, rights and responsibilities to all persons in the society.
Gender	The social and cultural construct of the roles, responsibilities, attributes, opportunities, privileges, status, access to and control over resources as well as benefits between men and women, boys and girls in a given society.
Human Rights	Inherent, inalienable and indispensable entitlements that protect every person from abuse and deprivation.
Impairment	Any loss or abnormality of psychological, physical, neurological or anatomical function or structure.
Income-Generating Activities	Productive initiatives engaged in by individuals or groups for monetary gains.
Indigenous Knowledge	Traditional knowledge and practices existing within and developed around the specific conditions of communities that are indigenous to a particular geographical area.
Informal sector	Covers enterprises that are not incorporated according to the Companies Act (Cap. 110), do not have complete books of accounts, do not separate the legal entity independently from the owners and operate within a fixed or without fixed location.
Mainstreaming	Effective integration of crosscutting policy themes in a manner that ensures they are integral to all development decisions and interventions.
Marginalized groups	Persons or groups of persons deprived of opportunities for living a respectable and reasonable life as provided for in the Constitution of the Republic of Uganda 1995 as amended 2005.
Older persons	Women and men aged 60 years and above (National Policy for Older Persons, 2009).
Orphan	A person below 18 years who has lost one or both parents
Safety nets	Measures taken to protect vulnerable and marginalized groups from

livelihood risks and shocks in order to prevent them from backsliding into vulnerability and marginalization.

Sector	A framework of institutions including Central and Local Governments, Donor Agencies and Civil Society with shared objectives, priorities, expenditure programmes as well as agreed management, reporting and accounting arrangements.
Social Development	Human progress that is equitable and empowers vulnerable and marginalized groups to participate effectively in development initiatives.
Social partners	Employers' and workers' organizations
Social Protection	All initiatives from the public, private and informal sectors that support individuals, households, and communities in their efforts to prevent, mitigate, manage and overcome a defined set of risks and vulnerabilities. Commonly agreed social protection instruments include social assistance, social insurance, access to social services as well as minimum standards and social equity legislation.
Social Security	Formal initiatives to support persons who are no longer engaged in gainful employment.
Social Transformation	A process of enabling change and development of society through empowering communities to harness their potential through skills development, cultural growth, labour productivity, and protection of their rights and freedoms, particularly for the poor and vulnerable groups for sustainable and gender-responsive development.
Tripartism	Working arrangement driven by consensus among workers, employers and government
Unemployment	A situation whereby persons aged between 14 – 64 years, who during a reference period are without work but are available for paid or self-employment
Vulnerable child	A child who is suffering or is likely to suffer abuse or deprivation and is therefore in need of care and protection
Vulnerability	A state of being in or exposed to a risky situation where a person is likely to suffer significant physical, emotional or mental harm that may result in his/her human rights not being fulfilled
Youth	A person aged between 12 and 30 years (The National Youth Policy – 2001)

Executive Summary

The Social Development Sector fosters the rights of the vulnerable population, addresses gender inequalities, labour and employment as well as community mobilization and empowerment. Addressing the rights and needs of the vulnerable and disadvantaged populations such as People with Disabilities (PWDs), older persons, youth, orphans and other vulnerable children and the chronically poor underpins the core concerns of national development.

The mission of the SDS is promotion of gender equality, social protection and transformation of communities, while the vision is a better standard of living, equity and social cohesion.

The Ministry of Gender, Labour and Social Development (MGLSD) is the lead agency for the SDS with the mandate to empower communities to harness their potential through cultural growth, skills development and labour productivity for sustainable and gender responsive development. Collaborative partners and stakeholders include Government agencies, other sectors, Local Governments, development partners, private sector and Civil Society Organisations (CSOs).

The Sector Strategic Objectives are:

- i. To promote decent employment opportunities and labour productivity;
- ii. To enhance effective participation of communities in the development process;
- iii. To improve the well being of vulnerable, marginalised and excluded groups;
- iv. To address gender inequality in the development process; and
- v. To improve performance of the Social development Institutions to coordinate, implement, monitor and evaluate SDIP at all levels.

Focus of the plan

The plan focuses on promoting employment and the rights of vulnerable groups to effectively participate and improve their wellbeing for gender responsive development. The SDIP 2 will therefore contribute towards the National Development Plan (2010) whose theme is “*Growth, Employment and Social-Economic Transformation for Prosperity*”.

Priorities

The plan identifies six priority activities for the next five years. These are:

- i. Capacity building for Occupational Safety and Health and employment services;
- ii. Extending social protection services to vulnerable persons (Older persons, children, Youth and PWDs);
- iii. Improving the quality of non formal adult literacy services;
- iv. Capacity building for Gender Mainstreaming;
- v. Expanding programmes to eliminate Gender Based Violence;
- vi. Strengthening M&E; and
- vii. Promoting culture for development.

Expected Outcomes

The sector envisages achieving five outcomes;

- i. Improved environment for increasing employment and productivity;
- ii. Empowered communities for increased involvement in the development process
- iii. Gender equality enhanced;
- iv. Vulnerable persons protected from deprivation and livelihood risks; and
- v. Enhanced Capacity of the SDS to coordinate, implement, monitor and evaluate the SDIP 2.

Thematic Areas

The SDIP 2 restates government’s commitment to achieve growth with equity and sets out strategic results and targets in five (5) thematic programme areas namely:

- i. Labour, employment and productivity
- ii. Community Mobilization and Empowerment
- iii. Social Protection for Vulnerable Groups

- iv. Gender equality and women's empowerment
- v. Institutional Capacity Development

Overall SDIP 2 Priority Interventions

The SDIP 2 articulates interventions aimed at empowering communities to participate in the development process and creating the necessary conducive environment for other sectors to effectively deliver services to all sections of the population. The interventions are in line with the National Development objectives which focus mainly on increasing household incomes and promoting equality; enhancing the availability and quality of gainful employment; increasing access to quality social services; and enhancing human capital. Overall priority interventions include:

Community Mobilization and Empowerment

- i. Community Mobilisation;
- ii. Home and Village Improvement;
- iii. Improving the functionality of and accessibility to quality non-formal adult literacy services;
- iv. Expansion of Library and Information services;
- v. Promoting Culture for Development;

Labour, employment and productivity

- i. Strengthening Labour Market Information System and employment services;
- ii. Externalization of Labour
- iii. Supporting the Informal and non-formal Sectors
- iv. Strengthening Occupation Safety and Health (OSH) in the Workplaces
- v. Strengthening Social Dialogue, Tripartism and Social Justice
- vi. Improving Productivity
- vii. Development of Non Formal Employable Skills

Social protection for vulnerable groups

- i. Provision of social assistance for the chronically vulnerable
- ii. Empowerment of vulnerable groups for improved livelihoods
- iii. Provision of Care and Protection
- iv. Promotion and Protection of Rights
- v. Strengthening systems and structures for social protection

Gender and women's empowerment

- i. Promoting gender mainstreaming in Sectors and Local Government
- ii. Promoting economic empowerment of women
- iii. Addressing gender-based violence and promoting of women's right

Institutional capacity development

- i. Mobilizing resource for the Social Development Sector
- ii. Strengthening Institutional Capacity for the Social Development Sector
- iii. Strengthening Sector coordination, delivery and Monitoring and Evaluation (M&E) systems

Implementation Arrangements

The SDS provides an institutional mechanism for cross-sectoral linkages and partnerships to ensure that SD concerns are identified and addressed. The MGLSD will play a leading role in implementing the SDIP. The implementation of the SDIP will build on existing initiatives and strengthen partnerships essential for successful coordination, collaboration and linkages, especially within the decentralised context of service delivery.

Monitoring and Evaluation

The implementation and evaluation of the SDIP 2 will follow a participatory approach that will involve constant updating and refinement of needs of target groups. To facilitate measurement of SDIP 2 performance an M&E plan has been developed as complementary documentation to facilitate.

Monitoring and Evaluation will be achieved through staff capacity building in M&E, creation of functional statistics, monitoring and evaluation system to capture achievements of SDS interventions and improving coordination mechanism among SDS actors. The major indicators to be used to measure the performance of the sector will include:

Goal (Impacts) Indicators:

- i. Percentage reduction of vulnerable groups living under chronic poverty
- ii. Percentage increase of vulnerable groups participating in decision making
- iii. Proportion of employed population engaged in cultural industries

The outcome indicators:

- i. Percentage of labour force in employment;
- ii. Percentage reduction of labour disputes and complaints;
- iii. Percentage reduction in work place accidents and diseases;
- iv. Proportion of sub counties that have sustainable community initiatives;
- v. Percentage of vulnerable persons accessing basic services;
- vi. Percentage of vulnerable persons participating in decision making;
- vii. Percentage reduction in human rights violation among the vulnerable groups;
- viii. Percentage of women participating in decision making at all levels (National and Local Governments);
- ix. Proportion of sectors that have mainstreamed gender into their planning;
- x. Percentage of the overall GoU resource envelope allocated to the sector;
- xi. Percentage achievement of planned strategic targets;
- xii. Percentage of sub counties with sustainable community initiatives; and
- xiii. Percentage of GDP contributed to by cultural industries.

Resource requirements

The SDIP 2 will need a total of about 968,783,614,000 UGS for 5 years to run its programme activities and the institutional development during the five year plan period.

Budget area	2011/12	2012/13	2013/14	2014/15	2015/16	Total
	UGS	UGS	UGS	UGS	UGS	UGS
Labour and employment	11,023,845	5,907,253	5,697,853	5,593,853	4,637,853	32,860,657
Social protection	168,217,593	166,942,347	171,838,452	157,706,275	133,208,697	797,913,364
Community mobilization and empowerment	10,622,900	10,330,110	10,350,110	10,330,110	10,350,110	51,983,340
Rights(add to SP)	2,915,223	5,324,859	5,407,871	5,818,500	5,818,500	25,284,953
Gender and Women's Empowerment						
Administration and Institutional Development	7,771,460	8,156,960	31,497,960	6,061,960	7,252,960	60,741,300
Grand Total	200,551,021	196,661,529	224,792,246	185,510,698	161,268,120	968,783,614

1.0 INTRODUCTION

1.1 Background

1. This Social Development Sector Strategic Investment Plan (SDIP 2) emphasises the development priorities which the sector will support over the fiscal period from 2011/2012 to 2015/2016. It focuses on promoting employment and the rights of vulnerable and marginalised groups for improved wellbeing and gender-responsive development. The theme of SDIP 2 is ***“Accelerating social transformation through promoting employment and the rights of the vulnerable and marginalised”***. In line with this theme, SDIP 2 contributes towards the attainment of the National Development Plan [(NDP) 2010-2015] theme of ***“Growth, Employment and Socio-Economic Transformation for Prosperity”***. By supporting the vulnerable persons to participate in the development programmes, taking gender inequality issues into perspective and creating opportunities towards decent work and increased employment, SDIP 2 contributes to reduction in the population living under chronic poverty and increase in productivity.

2. The Social Development Sector fosters the rights of the vulnerable population, addresses gender inequalities, labour and employment as well as community mobilization and empowerment. Addressing the rights and needs of the vulnerable and disadvantaged populations such as People with Disabilities (PWDs), older persons, youth, orphans and other vulnerable children and the chronically poor underpins the core concerns of national development.

3. The mission of the SDS is promotion of gender equality, social protection and transformation of communities, while the vision is a better standard of living, equity and social cohesion.

4. The Strategic Objectives are:

- i. To promote decent employment opportunities and labour productivity;
- ii. To enhance effective participation of communities in the development process;
- iii. To improve the well being of vulnerable, marginalised and excluded groups;
- iv. To address gender inequality in the development process; and
- v. To improve performance of the Social development Institutions to coordinate, implement, monitor and evaluate SDIP at all levels.

5. The Ministry of Gender, Labour and Social Development (MGLSD) is the lead agency of the Social Development Sector (SDS). The MGLSD coordinates all the social development actors to facilitate efficient and effective programming and resource utilization towards sustainable development. The main SDS actors include:-

- i) Semi-autonomous bodies (National Women’s Council, National Council for Children, National Youth Council, National Council for Older Persons, National Cultural Centre, National Library and National Council for Disability;
- ii) Autonomous bodies (Industrial Court, National Social Security Fund and Equal Opportunities Commission);
- iii) Sectors and institutions of government (Health, Education, Water and Sanitation, Justice Law and Order, Agriculture, Roads, Public Administration, Public Accountability, Oil and Gas). These key partners ensure that crosscutting social development concerns are given adequate attention;
- iv) Higher and Lower Local Governments;
- v) Civil Society Organisations (Non-Governmental Organizations and Community Based Organizations (CBOs);
- vi) Faith-Based Organizations;
- vii) Institutions of traditional or cultural leaders;
- viii) Social Partners (Labour Unions and Employer Organizations);
- ix) Private Sector Actors; and
- x) Development partners (Bilateral, Multilateral and International NGOs).

1.2 Twin-track Approach

6. In executing its mandate, the Ministry of Gender, Labour and Social Development employs the twin-track approach. On one hand, the Ministry provides direct services to specific vulnerable and marginalised groups while on the other hand it mainstreams issues such as rights, employment and gender through influencing and supporting policy and programme development in other sectors.

1.3 National Legal and Policy Context

7. Under the National Objectives and Directive Principles of State Policy, the Constitution of the Republic of Uganda emphasises protection and promotion of fundamental and other human rights and freedoms. It also guarantees social and economic rights of women, dignity of persons with disabilities, education, food security, protection of the family as well as preservation of public property and heritage. Objective VI states that “The state shall ensure gender balance and fair representation of the marginalized groups in all constitutional and other bodies”. Objective XI, stipulates that “the state shall give highest priority to the enactment of legislation establishing measures to protect and enhance the right of the people to equal opportunities in development”.

8. The Constitution in Chapter Four (4) guarantees rights of workers, children, women, persons with disabilities and other marginalised groups. It outlaws discrimination and obliges the State to take affirmative action in favour of groups marginalised on the basis of gender, age, disability or any other reason created by history, tradition or custom in order to redress the imbalances which exist against them. These provisions form the basis for SDS mandate to design and implement programmes to address concerns of the vulnerable and marginalised groups. In addition, the SDS can mainstream the SDS concerns in other sectors policies, plans and programmes.

9. Other Legal Provisions include:-

- i) The Local Governments Act (Cap 243);
- ii) The Employment Act No 6, 2006;
- iii) The Equal Opportunities Commission Act, 2007;
- iv) The Labour Disputes (Arbitration and Settlement) Act No. 8, 2006;
- v) The Labour Unions Act No. 7, 2006;
- vi) The Minimum Wages Board and Advisory Councils Act, Cap 221;
- vii) The Persons With Disabilities Act, 2006;
- viii) The Prohibition of Female Genital Mutilation Act, 2010;
- ix) The Domestic Violence Act, 2010;
- x) The National Social Security Act, Cap 222;
- xi) The Occupational Safety and Health Act No. 9, 2006;
- xii) The Public Service Negotiating and Disputes Settlement Machinery Act, 2008;
- xiii) The Workers’ Compensation Act, Cap 225;
- xiv) The Children’s Act, Cap 59;
- xv) The Institution of Traditional or Cultural Leaders Act, 2011; and
- xvi) The Copyright and Neighbouring Rights Act 2006.

10. This plan is informed by several national policies which include: The NRM Manifesto 2011-2016, The Uganda National Employment Policy 2011, The National Policy for Older Persons 2009, The National Policy on Disability 2006, The Uganda Gender Policy 2007, The National Orphans and Other Vulnerable Children’s Policy 2004, The National Youth Policy 2001, The Uganda National Culture Policy (2006), The National Equal Opportunities Policy 2006, The National Child Labour Policy 2007 and The National HIV/AIDS and the World of Work Policy 2007.

1.4 Regional and International Instruments

11. This plan is in consonance with a number of Regional and International Conventions and Treaties. The East African Community (EAC) Common Market Protocol calls for harmonisation of labour and employment policies, legislations, social security benefits, establishment of common

standards and mechanisms for freedom of association of workers and employers. The African Union Solemn Declaration on Gender Equality obliges member states to promote gender equality and empowerment of women. Other regional instruments and obligations to which the State of Uganda is party and committed to fulfilling include the African Charter on Human and People's Right and the Protocol on the rights of Women; the African Charter on the Welfare of the Child; and the Ouagadougou Declaration and Plan of Action on Employment and Poverty Alleviation in Africa.

12. The International instruments include the Convention on Economic, Social and Cultural Rights; the Convention on Elimination of All forms of Discrimination Against Women; The United Nations Conventions on the Rights of the Child and its Optional Protocols and Declarations on children; the UN General Assembly Special Session on HIV and AIDS (2000); the United Nations Millennium Declaration (2000); the UN Convention on the Rights of Persons with Disability (2008); the ILO Conventions attached as Appendix I as well as the United Nations Security Council Resolutions 1325 and 1820. In addition, SDIP 2 will contribute to the attainment of the Millennium Development Goals (MDGs).

13. The Sector implemented the Social Development Sector Strategic Investment Plan 1 as a planning framework for the Sector from July 2003 to June 2008. The implementation of SDIP 1 was extended pending finalization of the National Development Plan (NDP). After the NDP was approved and launched, the Ministry embarked on the process of formulating SDIP 2.

14. Using the twin-track approach, implementation of SDIP 1 registered the following tremendous achievements, among others, in the provision of services to the vulnerable and marginalized groups:-

- a) The Ministry facilitated enactment of 14 laws and development of 10 policies (see Appendix II);
- b) Gender awareness-raising contributed to the attainment of strategic positions being held by women as Members of Parliament (27.6%), Cabinet Ministers (18.9%), District and Sub County Chairpersons (1.4%); as well as District and Sub County Councillors (56.6%);
- c) Through community mobilization and education, utilisation and maintenance of sanitation facilities and safe water sources reached 50%;
- d) Fourty percent (40%) of the targeted 80% households were sensitised on development issues which enabled them to start self-help initiatives, access services and demand accountability;
- e) A total of 1.2 million people attained functional adult literacy skills by 2007 and the female to male ratio of 2:1 was achieved by 2009;
- f) Out of the staff establishment of 2,036 for Community Development Officers (CDOs) and Assistant Community Development Officers (ACDOs) in all Lower Local Governments (LLGs), 1,319 positions were filled (64.8%);
- g) At least 1,000 community groups were formed on annual basis raising over 5,000 groups during the five year SDIP period. On average, there were 5 groups per Sub County giving a percentage of 20% level of achievement;
- h) People in difficult circumstances were rehabilitated, resettled, reintegrated and assisted to participate in development activities. Safety nets were provided to vulnerable groups through specific interventions like Orphans and Other Vulnerable Children (OVC), Programme for Children and Youth (PCY), Programme for Enhancing Adolescent Reproductive Life (PEARL) and Community Based Rehabilitation (CBR). Special grants were provided to Persons With Disabilities (PWDs), youth and older persons in a form of skills training, family support, cash transfers, and seed capital for IGAs, assistive devices, for mobility, sexual and reproductive health services:-
 - i. 7,850 children in conflict with law in 4 government institutions (Naguru Remand Home, Fort Portal Remand Home, Mbale Remand Home and Kampiringisa National Rehabilitation Centre) and abandoned children in 1 government institution (Naguru Reception Centre) and 2,622 street children were cared for, protected, rehabilitated and resettled;
 - ii. A total of 1,026 youth were sponsored to undertake vocational skills training and provided with start up toolkits while 1,920 youth were provided with entrepreneurial

skills and 120,000 youth were provided adolescents sexual and reproductive health services;

- iii. 2,979 PWDs were provided with assistive devices, 2,590 PWDs were trained in various vocational skills at Lweza, Kireka, Ruti, Mpumudde, Ocoko and Masaka Rehabilitation Centres. 1,590 parents were trained in identification and management of disabilities at community level. 9,200 PWDs and 600 older persons were provided with grants to improve on incomes;
- i) On average, 250 Occupational Safety and Health inspections were conducted each year by the Ministry and 1,200 inspections by the local government through District Labour Offices. This gave a total of 7,250 inspections in five years;
- j) District labour offices increased from 26 to 36;
- k) Gender and rights were mainstreamed in 5 priority sectors of Education, Health, Water, Agriculture and Roads and in all Districts Local Governments;
- l) A Gender Management System was put in place. It was used to guide the planning, monitoring and evaluation of the process of gender mainstreaming in the sectors;
- m) The Ministry was restructured to align its establishment to the key functions in order to effectively implement the sector plan;
- n) A number of Management Information sub-systems were developed to strengthen the entire Social Development Sector Management information System. These included National Adult Literacy Management Information System (NALMIS), Orphans and Other Vulnerable Children Management Information System (OVCMIS), Community Based Rehabilitation Management Information System (CBRMIS), Sexual and Gender Based Violence Management Information System (SGBVMIS), Labour Market Management Information System (LMIS) and the Community Information System (CIS); and
- o) Forty percent (40%) of the planned local government staff were oriented in Social Development Sector issues such as community development, youth, probation, social rehabilitation, gender planning and social welfare work.

1.6 Challenges experienced during SDIP I implementation

15. There were several challenges which undermined achievement of some of the planned results under SDIP 1 which included:

- i) Limited funding to the sector hindered achievement of some of the SDIP 1 planned targets;
- ii) Creation of new districts and sub-counties was not matched with resources which constrained implementation of the plan;
- iii) Inadequate staffing at the Local Government levels which stood at 64.8%;
- iv) Failure to harmonize the Ministry headquarters staffing structure with the local Government staff structures due to different restructuring periods affected the implementation of the sector plan. The linkages and reporting mechanisms between the local governments and the ministry headquarters were also affected;
- v) A weak Monitoring and Evaluation System (M&E) which affected tracking SDIP 1 indicators and performance targets; and
- vi) Failure to pool and consolidate funding for community mobilization under SDS to enable communities to participate in various government programmes.

1.7 SDIP 2 Development of Process

16. The SDIP 2 development process drew reflections from the SDIP 1. The Ministry constituted a SDIP Committee to evaluate SDIP I and draft SDIP 2. A consultant was contracted to support the SDIP committee to accomplish this task. A comprehensive evaluation of SDIP 1 was undertaken and the lessons learnt and gaps identified informed the development of SDIP 2. The draft SDIP 2 document was discussed with key stakeholders at national and regional levels. The regional consultative workshop and the Annual Joint Sector Review generated inputs from the local governments, sector ministries, social partners, civil society organizations, sector semi-autonomous and autonomous bodies and; the development partners. Sector Working Group Committees also discussed and provided inputs into the SDIP 2. The draft SDIP 2 was then presented to both the

Ministry Senior and Top Policy Management Committees for their input. Finally, the draft SDIP 2 was subjected to editing by the MGLSD editorial team.

1.8 Structure of the Plan

17. **Section One** presents the introduction and background, **Section Two** details the situational analysis, while **Section Three** highlights the strategic direction of the plan. **Section Four** provides the institutional arrangements for implementing the plan. **Section Five** outlines the funding strategy and **Section Six** gives the monitoring and evaluation arrangements.

2.0 SITUATION ANALYSIS

2.1 Status of the Social Development Sector

18. In spite of the remarkable achievements in macro-economic stability and growth in GDP over the last two decades, many social indicators still show declining trends. According to the Uganda National Household Survey (UNHS) Report 2009/10, 24.5% of the population still lives below the poverty line and there are significant poverty disparities across regions, social groups as well as between rural and urban areas. Inequality remains a big challenge as evidenced by the deteriorating Gini Coefficient of 0.428 in 2002/03, 0.408 in 2005/06 and 0.443 in 2009/10. Overall, Uganda's economy is still largely dominated by subsistence agriculture and some sections of the population are not accessing essential services such as health care, education, information, water and sanitation among others. The rapid population growth rate (3.2%) and high fertility rate (7.1) among women continues to impact negatively on the economic growth achievements over the years.

19. The social vulnerabilities are generally associated with demographic characteristics such as age, sex, disability, unemployment, and other phenomena such as poverty and disasters. The sector targets vulnerable groups such as widows, widowers, youth, persons with disabilities, older persons, ethnic minorities and vulnerable children (orphans, street children, children heading households, children in conflict with the law, children neglected and abused, child labourers, children in hard to reach areas and children with severe disabilities). The sector is responsible for providing policy guidance, affirmative action and social economic interventions to protect and empower these categories of the population.

20. Unemployment and underemployment especially among the youth is on the increase. Approximately 4.7% of the total labour force in Uganda is unemployed, while 30% is illiterate and only 6% is either professional or associate professional. This means that Uganda's labour force is young, untrained, unskilled and rural-based. Although the private sector has emerged as the major conduit for generating wage employment, the high demand for jobs supersedes the available employment opportunities.

21. Effective community participation in development initiatives remains the overarching strategy through which growth with equity can be achieved. Although the planning frameworks of government provide for participatory strategic approaches for the active involvement of all persons, vulnerable and marginalized groups are usually excluded. These groups are inadequately mobilized and have limited access to appropriate information on the available services and opportunities. Inadequate mobilization of vulnerable and marginalized communities, coupled with limited skills and failure to access information continues to hinder community's participation in the development process.

22. Until recently, the poverty eradication strategy placed much emphasis on the promotion of sustainable economic growth as a means to create and share wealth. Although government has introduced a number of pro-poor social protection programmes that have yielded wide national and international recognition and support, the services provided by these programmes are still inadequate and enjoyed by the well to do and active poor. Systematic exclusion of some vulnerable groups remains a pertinent feature of most of these programmes. Addressing the problem of inequality, requires introducing policies and programmes that specifically target the gaps in existing programmes and ensure that the poorest segments of the population are able to participate and become catalysts of economic transformation.

23. Human rights violations of the vulnerable groups continue despite the enabling legislations in place. This is because the rights-holders and the duty-bearers do not have adequate knowledge about the legislation in place. As a result, there is limited enjoyment of human rights. The infrastructure to promote the human rights of the vulnerable groups in the Local Governments is weak. In addition, programmes for vulnerable groups are inadequate (limited in geographical coverage and target) and

not well coordinated among key stakeholders at national and LG levels leading to duplication and resource wastage.

24. Currently, the Social Development Sector has developed several policies, laws, guidelines and standards that guide programmes for vulnerable and marginalized persons. Most of the laws, policies, guidelines and standards have however not been disseminated and implemented due to financial constraints.

2.2 Labour, Employment and Productivity

2.2.1 Status of the Labour Market

25. According to the *MFPED 2010, Millennium Development Goals Report for Uganda*, the economy grew by 7.1% during fiscal year 2008/2009 and by 5.8% in 2009/2010. However, the poverty level is still high at 24.5% (7.5 million people out 30.7 million). This indicates that the country's success at the macroeconomic front is uneven and has not yet translated into increased job opportunities. In addition, UNHS Report of 2009/10, indicates that the labour force rose from 9.5million persons in 2005/06 to 11.5 million persons in 2009/10. This represents a labour force growth rate of 4.7% per annum, which is higher than the population growth rate of 3.2%. Thirty percent (30%) of the total labour force is illiterate and close to 70% do not have any secondary education.

26. Uganda Bureau of Statistics (UBOS) estimates that there are 392,000 labour market entrants annually, yet the number of jobs created by the formal sector both public and private is only about 130,000 leaving 260,000 unemployed. Unemployment increased from 1.9% in 2005/06 to 4.2% in 2009/10 while time related underemployment reduced from 12% in 2005/06 to 4% in 2009/10. Under-employment is also manifested in terms of a low percentage of persons in wage employment, low productivity and very low earnings. Fifteen percent (15%) of the labour-force is in wage employment and out of that 4.6% are in permanent jobs while 11.6% are in temporary employment. Over 70% of the workforce is employed in the agriculture sector but with low productivity estimated at 23% while private sector employs 30% (UBOS, 2007).

27. The current labour force stands at 11.5 million. The youth constitute 57% (6.5 million) of the national labour force. Only 19% (1.2 million) is employed, implying that an estimated 4.9 million youth are unemployed (*UNHS 2009/10*). The high unemployment rate among the youth is due to low capacity of the economy to create jobs for the large numbers of youth who enter the job market. There is also lack of systematic transition from school to the labour market. This is partly due to the mismatch between the knowledge and skills attained at school with those required by the labour market. Other reasons for unemployment include high rural-urban migration and high population growth (3.2%). Consequently, youth are vulnerable to being misguided and manipulated to engage in anti-social activities.

28. The lack of an effective Labour Market Information System (LMIS) has partly contributed to the mismatch between supply and demand for labour. For instance, the labour force available in the labour market lack the skills required for the job opportunities.

29. The UNHS 2009/10 Report indicates that out of the estimated 6.2 million households surveyed, 1.2 million (21%) had an informal business. The total employment outside agriculture is 3.7 million where the informal sector employs 2.2 million representing 67%. The Informal sector operators lack skills, safe work places and social security. The Sector has low productivity and is not regulated. Overall, the scarcity of job opportunities has led to high competition in the labour market and the emergence of a rising number of unutilized and unproductive work-force.

2.2.2 Labour Productivity

30. Uganda's labour productivity is the lowest in East Africa due to inadequate skills that are relevant to the job market. According to the World Bank study "*Competing in the Global Economy: An Investment Climate Assessment of Uganda, 2004*," whereas the productivity of Kenya was 60% and Tanzania was 40%, Uganda was only 10%. This means that for the same task, Kenya will employ one person, Tanzania four people while Uganda has to employ six people. This affects the GDP and rate at which enterprises grow in Uganda. Ultimately, this leads to limited competitiveness of Ugandans for job opportunities in the region as well as engaging them under the same terms and conditions of service.

2.2.3 Social Dialogue, Tripartism and Social Justice

31. Social dialogue is an important instrument for management of social and economic change. It preserves consensus on policy and decision-making, stability in the labour market and society as a whole. Social dialogue involves sharing of information, negotiation and consultation between government, employers' and workers' organizations. The membership of social partners has increased. For instance in 2010, the Federation of Uganda Employers (FUE) had approximately 50 members. The Labour Unions increased from 19 to 40 between 2006 and 2010, the National Organisation of Trade Unions (NOTU) having a membership of 176,265 while Confederation of Free Trade Unions (COFTU) membership is 90,457.

32. Social dialogue cannot be effectively achieved in the absence of the National Tripartite Charter and a Council. The charter is a framework for promoting industrial relations, social dialogue, roles of the respective social partners and tripartism. The logic of social dialogue and tripartism is that cooperation yields better results than confrontation in terms of industrial and social peace. Lack of an up-to-date Tripartite Charter and a Council has undermined effective consultations, collective bargaining and productivity.

33. The Industrial Court, which is the apex of the industrial relations machinery and labour administration, has been elevated to the level of High Court. However, the Court needs to be strengthened to effectively execute its mandate of ensuring social justice.

2.2.4 Social Security

34. The National Social Security Fund was established under the National Social Security Fund Act (CAP 222) to cater for social security of private sector employees in the country after retirement. Less than 5% of the economically active population is covered by the National Social Security Fund (NSSF). In spite of the existence of the legislation, some employers do not contribute their share to the employees' scheme. There is no comprehensive policy on social security that embraces all workers including the traditional civil service.

35. The NSSF Act does not cover the informal enterprises and the agriculture sector. Schemes for social security among the informal sector sub groups have not been explored. Employers of small enterprises are also not in position to meet the legal requirements of 10% contributions for their employees due to limitations in capital and profit margins. The current social security schemes such as pension and provident funds as well as insurance services cover only a few PWDs in the formal sector. The informal social security mechanisms which exist are weak, unsustainable and operate on voluntary basis. In most cases, they are inaccessible to PWDs. Another concern of PWDs is their inability to access basic health services and assistive devices. Some of the PWDs are not aware of the available opportunities because the information is not translated into accessible languages such as Sign Language, Braille and Tactile.

2.2.5 Occupational Safety and Health in the Workplaces

36. Occupational safety and health is important for the protection of workers against accidents, occupational diseases and other health risks. Due to inadequate awareness and sensitization on OSH

standards, limited personnel and logistics, enforcement of legislation has not been effective. For example while the ILO standard of inspector to worker ratio is 1:500, the Uganda ratio stands at 1: 389,286. This is compounded by the absence of the National OSH Policy, National OSH Profile, and OSH Laboratory for medical examination of workers, to aid the development of intervention programmes for promotion of safe work. Workplace accidents have been manifested in perpetual occurrence of fire outbreaks, collapse of walls at construction sites. There are new and emerging occupational risks such as psychosocial factors on work-related stress, ergonomic risks, musculoskeletal disorders and other related health risks such as HIV/AIDS, Ebola and tuberculosis. New risks are likely to be encountered in the oil and gas industries. The above incapacitate the workers and their productivity.

2.2.6 Child Labour

37. According to the report “*Understanding Children’s Work*” (UBOS 2008), approximately 1.8 million children are classified as child labourers in Uganda. Under-age children work in various hazardous conditions and circumstances such as commercial sexual exploitation, the informal sector, streets, plantations (tea, rice and tobacco), construction sites, stone quarries, fishing and in domestic service among others. Child labour is an impediment to education and the development of human capital needed for future employment. Child labour also undermines national economic development by creating cycles of intergenerational poverty. Children, who join the labour market prematurely before completion of their education, forego the opportunity to gain skills for future decent and productive employment. Although the Policy was adopted in 2006, it has not been translated into local languages and the plan of action to guide stakeholders has not been developed. In addition, funding its implementation is yet to be mobilised.

2.2.7 HIV and AIDS and the World of Work

38. HIV and AIDS has profound impact on workers and their families, enterprises and national development. According to the *Uganda HIV and AIDS Sero-Behavioural Survey (2004/05)* and longitudinal studies, HIV and AIDS prevalence among the 15-59 age groups who form the majority of the labour-force was 6.4% while that at the work place was 7.2%. The same sources indicate that the once declining prevalence may have stabilised at an unacceptably high rate of between 6.1% - 6.5% or may be increasing in some populations. The scourge reduces the supply of labour and available skills, increases labour costs in terms of absenteeism, medical care and reduces productivity. The effects of HIV&AIDS undermine the principles of decent work in that it reduces job opportunities and violates people’s rights to work. While there is the National HIV and AIDS and the World of Work policy (2007) and the Plan of Action (2010), has not been disseminated to all key stakeholders and there are inadequate resources for its implementation.

2.2.8 Migration

39. Immigrant workers impact on the job market thereby competing with Ugandans for the same jobs. The evidence available from workers organisations indicate that migrant workers with similar skills as Ugandans do the same or even less work and are highly paid as compared to their Ugandan counterparts. Others are smuggled or trafficked into the country, confined and work under very poor terms and conditions of employment. These violations, in most cases, arise as a result of inadequate coordination among key actors such as ministries responsible for labour administration, immigration and refugees in licensing, registration and issuance of work permits. There is an information gap on migrant workers in the country making it difficult to regulate the inflow and working conditions of both skilled and less skilled immigrants.

2.2.9 Externalization of Labour

40. Ugandans have been migrating abroad in search of employment opportunities. Migrant workers’ remittances into the economy were estimated at US \$ 1,392 million in FY2007/08. This represented a significant increase of 215.5% from US\$ 646 million in FY2006/07. The externalisation of labour was formalised when the Externalisation Employment Unit was created in

the Ministry responsible for Labour by Statutory Instrument No. 62 of 2005. The purpose of this instrument [*Employment (Recruitment of Ugandan Migrant Workers Abroad)*] is to enhance coordination, licensing of private recruitment agencies and facilitating access to job opportunities abroad. As of December 2009, 11 external employment recruitment agencies had been licensed and over 11,000 Ugandans formally recruited and deployed in Iraq, United Arab Emirates and Juba in South Sudan. These are contributing US\$ 6,657,600 per month to the total remittances by migrant workers abroad. In addition to the remittances, the migrants have acquired new skills, methods of work, and experience. In spite of the above, there is rampant breach of contracts, unsafe working conditions and sexual harassment.

2.2.10 Labour Administration

41. Labour administration involves establishing an administrative structure and system that promotes and protects the rights of workers, ensures safety and health at the workplace and guarantees industrial harmony. The adoption of new labour laws opened a new chapter for improved service delivery by the sub-sector actors especially at the local government level. It is a requirement by the Employment Act, No 6, 2006, for each Local Government to recruit and have at least one labour officer. However, out of all the districts, only 36 Districts have Labour Officers who are not trained in their new functions and are ill-facilitated.

2.3 Community Mobilization and Empowerment

2.3.1 Community Mobilisation

42. Community mobilisation is the foundation for community development and therefore empowerment. When communities are mobilised and sensitised, they are able to participate in development initiatives, demand for services and accountability. Effective community mobilisation depends on deployment of adequate resources (human and financial). Placement and facilitation of community development personnel at the national and local governments are vital.

43. The Local Government Staff Structures approved in 2005 created two posts to be occupied by a Community Development Officer (CDO) and Assistant Community Development Officer (ACDO) in every Sub-county, Town and Municipal Councils as well as City Divisions. However, most of the districts have employed only one of the Officers. According to data from Ministry of Local Government in 2010, out of an establishment of 2,036 for CDOs and ACDOs in all Lower Local Governments (LLGs), only 1,319 positions are filled leaving 717 vacant positions. A total of 21 districts are below 50% staffing level. There are no national standards for recruitment of CDOs in every Local Government, yet it is important to have 100% deployment both at higher and lower Local Governments to support effective community mobilization. In addition, the recruitment process is not commensurate with the creation of districts and sub-counties.

44. The table 1 below shows the trend of staffing of community development staff in Local Governments over the years. The trend in staffing levels has increased from 32.9% in the year 2005 to 51.2% in 2009 and stood at 64.8% in 2010. However, this global picture masks the differences in the staffing levels among districts and sub counties.

Table 1: Trend in Recruitment of Qualified Community Development Staff in the Local Governments

Year	Approved Posts	Filled Posts	Vacant Posts	Percentage Filled
2005	1,988	655	1,333	32.9%
2009	1,992	1,019	973	51.2%
2010	2,036	1,319	717	64.8%

Source: SDS Statistical Abstract, 2010

45. In spite of the vital role played by community development staff (CDOs and ACDOs) in mobilizing, sensitizing and educating the communities on their social responsibilities and all development programmes, they have been under-facilitated. The funding to the function (non-wage grant for CDOs) stagnated at 400 million Uganda shillings for 2009/10 and 2010/11. This translates to Shs. 33,000 per month for community development functions at each LLG level which reduces further as the fund is divided among the increased LLGs.

2.3.2 Community Participation

46. Participation of communities in designing, implementation, monitoring and evaluation of development programmes in various sectors ensures effective management, ownership and sustainability of those programmes. Communities are key stakeholders and contribute locally available resources for solving community challenges. Therefore, active involvement and participation of all communities in development opportunities greatly contributes to government aspirations of attaining growth, employment and prosperity for all.

47. At lower levels, communities get involved in participatory planning which is facilitated by the Parish Development Committees (PDCs). Participatory planning uses different methodologies one of which is community dialogue. According to the UNICEF Evaluation report, 2008, PDCs are composed of members of the Parish Chief (Chair), the LCII Chairperson (Secretary) and two (2) representatives from each village. The PDCs have equal male and female representation. The roles of the PDCs include: data collection (birth and deaths registration, total populations categorized by age and sex, numbers of children attending school, immunization levels, numbers of latrines and information about the quality of water source). They are also responsible for mobilization of communities for service utilization and maintenance and initiation of development plans among others. Because the PDCs are directly linked with the local governing councils, there is greater likelihood for their development priorities and plans to be accepted and funded. All the parishes have PDCs but less than 50% of the PDCs are functional due to shortage of transport facilities and the

48. The performance of the PDCs has been below desired level due to limited capacity to initiate and develop Parish Development Plans, lack of capacity to translate development policies and to monitor and evaluate plans and policy implementation. As a result the PDCs have not effectively mobilised and empowered the Community User groups who are responsible for facilitating the use and maintenance of services by the communities. Service user groups include water user committees, school management committees, Village health Teams, environment and roads among others.

49. Inadequate mobilisation of communities limits their access to information which in turn limits their access to services such as health, water and sanitation among others. Although, according to the UBOS Statistical Abstract 2010, the national latrine coverage improved from 63% in 2008 to 68% in 2009, there's disparity in coverage across different districts. Where the facilities exist, utilisation is sometimes hampered by negative cultural practices and beliefs.

2.3.3 Functional Literacy Skills

50. *The Population and Housing Census of 2002* and the *Household Survey* conducted thereafter, in 2005/06 and 2009/10 reveal that the illiteracy rate for adults (persons aged 18 years and above) in Uganda has slightly reduced from 31% in 2006 to 29% in 2010. Of these, 71% are females (more than half), and 29% are males. Considering the fact that, some of the primary school drop outs are often presumed literate, even when they have difficulties in reading and writing, the actual adult illiteracy may be higher. This implies that more than 4.2 million adults in the country out of whom nearly 3 million are women and 1.2 are men potentially require non-formal adult learning services.

51. According to *Functional Adult Literacy Statistical Abstract MGLSD, 2010*, the annual enrolment of learners increased from 162,102 in 2004 to 328,148 in 2009 out of which 107,947 were male and 220,194 female. A total of 1,559,902 learners (463,600 males and 1,096,302 females) have benefited from the programme over a period of 6 years. The enrolment of more females in functional

adult literacy programmes reinforce the government's efforts to promote affirmative action in favour of women to redress the imbalance in opportunities between men and women created by historical and cultural factors. However, the continued low enrolment of men has led to increased gender disparity in the programme.

52. Adult literacy services (Government, CSOs and the private sector) which target young people from 15 years of age and adults who either dropped out of primary schools or completely missed the opportunity to acquire formal education, have contributed to the reduction of illiteracy rates by 2%. However, the programmes face challenges such as lack of classrooms, furniture and adverse weather conditions for those that conduct classes in the open. Performance of the programmes is further aggravated by severe shortage of instructional materials. Many of the classes have only one textbook (primer) shared by an average of 25 learners. The situation is compounded by inadequate facilitation of the literacy instructors. Consequently, there is a high attrition rate among FAL instructors due to inadequate facilitation. This has affected the continuity of the FAL classes and some have even collapsed.

53. Functional literacy skills facilitate effective participation in business management, improved agriculture and health among others. According to the process review, 2006 –*The Policy Brief on Literacy in Development*, when learners were asked what they would gain from acquiring literacy skills, their responses varied. About 29.8% mentioned gaining confidence linked to self-reliance and or being able to do things on their own, 22.7% mentioned getting out of ignorance and 18.4% mentioned gaining more knowledge and communicating easily, 8.5% hoped to be able to get a job, 7.8% wanted to keep records and secrets, 5.7% wanted to avoid being cheated while 5.7% wanted to plan for family development. Some of the learners expected to benefit by getting employment.

2.3.4 Library and information services

54. The National Act, 2003 mandates the National Library of Uganda (NLU) to be the depository of publications by publishers, foreign governments and the United Nations Organizations as well as its agencies. Library services are currently provided through 29 public and 94 community libraries and six (6) tele-centres countrywide. According to the NDP 2010, Uganda has a total of 10 rural training centres, 365 community centres and village halls for providing information services to the public. Of the 365 community centres, only 221 are functional. The rest require rehabilitation and furnishing. All these community development structures are characterised by limited numbers of staff, under facilitation and underutilisation. The inadequate infrastructures hinder the communities from accessing information.

55. Library and information services provide and promote relevant information, knowledge and services to communities for individual and national development. Libraries and multi media centres provide access to a wide range of information and technology from books, radios, the internet and use of computers for people to explore and to learn through experimentation. Lack of access to information constrains effective decision making as well as access to essential services. This impedes community participation in development initiatives for poverty eradication.

2.3.5 Culture and Development

56. Culture plays a significant role in improving the livelihoods of communities. It employs some of the best approaches to job creation, employment, identity as well social cohesion and influences perceptions in the utilisation of community services. Culture contributes to community development through the use of cultural resources such as:

- Intangible heritage in form of knowledge, skills and social systems based on indigenous knowledge;
- Tangible heritage which represents cultural objects, structures, cultural landscapes among others; and
- Languages.

However, there is limited support to and under utilisation of cultural resources for the socio-economic development of the country.

57. There are over 65 ethnic communities in Uganda with over 44 languages with some lacking orthographies. The status of languages has deteriorated with few individuals able to communicate in their mother tongue effectively. Most children in urban areas are not able to communicate in their mother tongue. In some instances, the language they speak is distorted completely. This has contributed to loss of cultural identity and values. There is need to integrate indigenous knowledge in community interventions for sustainable development. Local languages are not only an important source of identity and social cohesion, but a foundation for retention of knowledge acquired. With the EAC integration, Ugandans should be able to communicate with other East Africans in order to ease business transactions. However, very few Ugandans if any can express themselves fluently in Kiswahili which is a lingua franca of more than three quarters of the EAC citizens.

58. There are over 10,000 cultural enterprises in Uganda employing over 250,000 people [*Uganda National Commission for UNESCO (UNATCOM), 2009*]. Similarly, the *Uganda National Household Survey 2009/2010* shows that 80% of respondents over 18 years of age participated in at least one cultural activity and were earning from the sale of cultural commodities such as crafts, bark cloth and herbal medicine among others. Trade in cultural goods has been increasing. The export earnings from core cultural goods increased from US\$ 206.8 million in 2002 to US\$ 238.1 million in 2009. Between 2006 and 2009, cultural goods and services contributed shs.12.6 billion in tax revenue. Although cultural industries make a significant contribution to the economy, there is still limited knowledge of what constitutes cultural goods and services. Consequently, this leads to collection of incomplete statistics on culture for planning and development.

59. Traditional or cultural institutions mobilise communities for development and also contribute to peace building initiatives and arbitration and resolution of conflicts and civil strife. They offer alternative justice mechanisms in solving cultural disputes through the work of clan leaders and cultural resource persons. Where the cultural leaders have been very instrumental, some individuals and institutions have taken the initiative to promote their respective culture by compiling information, collecting artefacts, conducting research, producing literature and initiating traditional music competitions, community drama and sports. Research, documentation and dissemination on the role of culture in socio-economic development are still lacking. While cultural diversity in Uganda is a given, management of cultural diversity is still a challenge.

60. In spite of the positive aspects of culture, some negative cultural practices, customs and norms such as unequal gender relations, patriarchal property ownership, widow inheritance, child marriages, female genital mutilation, bride price, and child labour are still widespread in communities. The breakdown in the socialization and family systems through which useful traditional values, norms, art, skills, beliefs and morals were transferred from generation to generation has resulted in moral decadence. Therefore, it is important to take into account cultural rights which may which may complement or conflict with universal human rights and development goals.

2.4 Social Protection for Vulnerable Groups

2.4.1 Children and youth

61. Children and youth constitute 78.3% of the national population. Out of this, 57.4% are children below 18 years of age (50.5% boys and 49.5% girls), thus a high dependant population (*UNHS 2009/2010*). Most of the children and youth are disadvantaged in different ways and are affected by various socio-economic, demographic and political factors.

62. Ninety six percent (96%) of all children are vulnerable and out of these, 43% are moderately vulnerable while 8% are critically vulnerable. The total number of vulnerable children who require assistance is 8.1 million out of 17.1 million (*MGLSD OVC Situation Analysis 2009*). Some of the reasons that expose children to vulnerabilities include poverty, HIV and AIDS and other diseases, deprivation of parental care, child abuse, and coming into conflict with law. In addition, children are vulnerable due to inadequate capacity of statutory protection services and community based structures to identify, support, refer, follow up and report child protection cases. Vulnerability is further compounded by inadequate social welfare and ineffective implementation of the existing laws as well as high population growth rate.

63. Early childhood development is necessary for every child to realize his/her right to survival, protection and care that will ensure optimal development. About 37% of Uganda's population is children below 8 years of age which constitutes about 11.8 million children (*UNHS 2009/10*). This category requires parental care, proper nutrition, health and mental uprightness so as to grow and develop into progressive citizens. However, due to various factors such as poverty, loss of parents, disaster etc, normal growth and development of many children is disrupted exposing them to vulnerability. Early Childhood Development (ECD) has been defined differently by stakeholders and thus different interventions have been pursued. For instance the Health Sector targets children 0-5 years with emphasis on child survival, the Education Sector targets children of up to 8 years for pre-primary education and the Social Development Sector targets up to 12 years when a child is assumed to be of age to take his/her own decisions. However, there are weaknesses in networking and co-ordination of interventions for ECD as well as limited capacities to promote parental responsibilities.

64. There is high incidence of children committing crimes partly due to poor parenting, poverty, effects of globalization and ignorance of the law. The Children Act Cap 59 provides that children aged 12 years and above are criminally responsible for their actions. Juvenile delinquents require specialized facilities especially detention centres (currently, there are only five remand homes), but presently many of them are detained or remanded in prisons together with adults. There is limited capacity of Probation and Social Welfare Officers to promote alternative care system to handle juvenile issues and weak community systems leading to violation of the rights of children such as juveniles remanded for minor cases or those overstaying on remand.

65. Conflict within families, though hidden from public sight and statistics, has also had a far-reaching effect on children. Domestic violence affects the quality of care and protection given to children by their parents and may in extreme cases, lead to abandonment. Cases of domestic violence, including battering, rape, defilement and child neglect are common. Children from violent homes are distressed by their experience and have less social competence than those from stable homes. They usually perform poorly at school and are susceptible to psychological behaviors such as criminality, drug abuse and aggression. Infants (0-5 years) are affected differently by dysfunctional families and when abandoned, they have to be taken to the children's reception centers.

66. Young people (12-24 years) have been and continue to be victims of armed conflict. They get killed, abducted, turned into warriors and are involved in armed conflict. Such young people are deprived of their material and emotional needs. The trauma and emotional stress suffered due to gross and repeated violation of their rights culminates into an enormous psychosocial problem.

67. Seventy nine (79%) of youth live in rural areas where poverty is rife and the major economic activity is agriculture. They are prone to poverty due to limited access to assets and are usually excluded from development processes (*MFPED 2006*). In Ugandan cultural setting, youth especially the unmarried males and all females have limited access to means of production (land) and are therefore economically poor. This also affects their potential to access credit facilities and participate in development programmes that require collateral in form of land/property.

68. Although education is fundamentally improving as a result of Universal Primary and Secondary Education, Uganda has the highest school dropout rate in East Africa (*UNESCO Report 2010*). For example, out of 890,977 pupils who enrolled in P.1 in 2003, only 444,109 sat PLE in 2009. Those who drop out are left with no skills for gainful employment and livelihoods because they are unable to benefit from government formal skills development [Business, Technical, Vocational Education and Training-(BTJET)] since the lowest level of admission is attainment of primary seven education. Even those who manage to complete secondary, tertiary and university education, lack the requisite skills for the job market. These categories of youth are prone to other risks and vulnerability.

69. Youth have a specific problem of substance and/or drug abuse. Substance and/or drug abuse is one of the coping strategies for youth mainly due to lack of employment, peer influence and poverty. Abuse of drugs and substances leads to mental break down and impaired thinking, a condition that may be irreversible. It may also exposure them to diseases such as HIV and AIDS and involvement in illegal activities.

70. Adolescence is a period of transition from childhood to adulthood which is characterized by emotional, biological and psychological changes, putting adolescents at risk of early sex debut and marriage, unwanted pregnancies, unsafe abortion, sexually transmitted infections (STIs), HIV and AIDS as well as sexual abuse and exploitation. Adolescence is therefore a life period of experimentation and frequent risk-taking. Adolescent sexual and reproductive health is of national concern for Uganda because the country has a youthful age structure. Key factors for adolescent vulnerability to sexual and reproductive health problems include lack of awareness and correct information about the risks of unplanned pregnancies and STIs, peer and other social pressures, lack of skills needed to resist such pressures and to practise safe behaviour. In addition, inadequate youth-friendly sexual health and counselling services, poverty, traditional cultural norms that give young women a low social position and little power to resist persuasion or coercion into unwanted sex exacerbates adolescent vulnerability.

71. Failure to address the issues of children and the youth, will in future lead to consequences such as low productivity and uncompetitiveness, poverty and increased dependency.

2.4.2 Older Persons

72. The Uganda National Policy on Older Persons defines older persons as those aged 60 years and above. There are about 1.3 million older persons in the country. More than half of these (53%) have never gone to school, while 80% of female older persons are illiterate compared to 41% of the men. In Uganda, widows who are older persons tend to be poorer because they do not control physical and financial resources. Majority of older persons live in rural areas where about 85% of active older persons are engaged in crop farming. Currently, only 7.1% of older persons have access to pension of whom 60% are males (*UNHS 2009/2010*). This means that 92.9% require social protection measures to enable them cope with vulnerability.

73. According to the MGLSD OVC *Situation Analysis report (2009)*, older persons care for 63% of the vulnerable children who would have been ordinarily raised by their parents. Older persons have not been targeted by HIV and AIDS programmes and yet some are still sexually active and care for HIV and AIDS patients and orphans. Apart from this burden, older persons face many other

problems such as food insecurity, poor nutrition, shelter, civil strife, violence, inability to access social services. Many financial institutions regard older persons as risky borrowers and therefore are not credit-worthy.

74. In addition to the usual physical, mental and physiological changes associated with ageing, old age also contributes to many psychosocial problems faced by older persons. The care and support by family and community that existed in the past is weakening because of changes in society associated with urbanisation and development. Consequently, older persons face isolation, stigmatisation and stereotyping. Sometimes their rights to work and own property as well as legal protection are violated.

2.4.3 Persons with Disabilities

75. Sixteen percent (16%) of Ugandans have a permanent disability. About 12 percent of the population aged 5 years and older was reported to have “some difficulty” in at least one of the six functional domains while 3% had “a lot of difficulty” and about 1% were unable to perform at all using at least one of the six functional domains [*Difficulty in seeing, hearing, walking, remembering, self-care and communicating*] UNHS 2009/10]. Only 5.8% of the PWDs need assistance. The underlying causes of disabilities include but are not limited to communicable and non communicable diseases, congenital abnormalities and injuries. The situation has been exacerbated by varying degrees of negative attitudes, illiteracy and poverty.

76. Poverty and disability are interlinked. Disability is both a cause and consequence of poverty. It exposes people to limited livelihood opportunities which lead them to the state of poverty and vulnerability. The social economic situation of PWDs is characterized by abject poverty. The major factors which hinder PWDs in accessing education and skills training include scarcity of appropriate educational scholastic and instructional materials, inadequate trained staff for handling PWDs, outdated and limited skills in vocational rehabilitation centres, inaccessible physical structures in public and private facilities as well as high costs of assistive devices and helpers.

77. The situation of unemployment and underemployment is worse among PWDs who are denied opportunities due to negative attitudes towards them. Most potential employers do not give chance to PWDs to compete for employment even when they have the necessary qualification and experience. Discriminatory cultural practices on property inheritance and ownership affect livelihoods of women with disabilities more adversely than men. This also occurs to children with disabilities who are denied education opportunities. There is limited public awareness and negative community attitudes and cultural beliefs on issues of persons with disabilities.

78. Most PWDs face accessibility problems. Various components must be addressed in order to ensure access to the physical environment. According to the *Accessibility Standards Handbook* developed by the MGLSD in conjunction with Uganda National Action on Physical Disability (UNAPD), much more is required beyond a ramp and an elevator to make a barrier free environment. Other components that must be addressed include door and passage width, floor surfaces, counter heights, door handles, signage, auditory signals and tactile guide. Once all these components are addressed then accessibility to the physical environment is managed.

79. Accessibility to information is a major challenge to PWDs. Most of the information is not disseminated in a disability-friendly manner. Most PWDs are illiterate and therefore reading and writing becomes a problem and this limits them in accessing information. They also face problems of accessing education because of their disability. Most schools do not have disability-friendly facilities such as Braille. Fourteen percent (14%) of PWDs aged 6-24years reported to have problem in attending school because of the nonexistent basic infrastructure for PWDs in the country (UNHS 2009/10).

80. Access to assistive devices is a big challenge to PWDs. Most assistive devices such as wheel chairs, tricycles, white canes are too expensive for the majority of PWDs to afford. Only a small proportion of the population of PWDs has access to and utilise assistive devices. Most of the devices given are provided by government and civil Society organizations which is not sustainable. There is need to subsidize the cost of assistive devices so that more PWDs can access them and increase their mobility.

81. Sexual reproductive health services always do not target PWDs because of the assumption that they are sexually inactive. HIV/AIDS services discriminate PWDs and are often left out in HIV treatment. PWDs are discriminated when they go to health centres especially women with disabilities. This causes stigma and many of them shun reproductive health services.

2.4.4 Ethnic Minorities

82. These are small ethnic groupings in Uganda with less than 90,000 people. According to the Uganda Housing and Population Census 2002, ethnic minorities among others include the Napore, Vonoma, Nyagia, Mvuba, Batwa, the Ik and Ndorobo. The ethnic minorities face a number of challenges including displacement from their homes of origin, disruption of their way of life, high levels of income poverty, low literacy rates and poor access to basic social services. Ethnic minorities are often excluded and marginalized in the development process. They are vulnerable to exploitation as they do not adequately participate in the decision making on issues affecting them. The socio-economic and cultural challenges demand targeted interventions.

2.5 Gender Equality and Women's Empowerment

2.5.1 Access to and control of resources

83. Despite the progress in promoting gender equality, gender gaps still exist which need to be addressed. Women continue to face constraints related to access and control of resources such as land. In 2009, only 20 per cent of registered land was owned by women (*MLHUD data*). Available evidence shows that men control virtually all household resources and income obtained from the sale of agricultural produce (*MFPED 2008*). This means that majority of women who provide about 70-80 percent of labour for agriculture lack access to the benefits accruing from their efforts.

84. Women's access to credit remains low. Only 9.3% of women apply for credit (*UBOS 2009*). This is because they lack collateral, adequate information about available facilities and the cumbersome procedures involved. Available information indicates that the majority of borrowers of microfinance institutions are mainly in urban areas and involved in commercial activities. This therefore means that the rural women are highly underserved by Micro Finance Institutions (MFIs) and are therefore unable to expand their livelihood opportunities.

85. Gender inequality in access, control and ownership of productive resources is of varying degrees in the different regions of the country. In addition to regional disparities, there is also disparity between rural and urban income levels. The data from 1992 to 2006 indicate that whereas rural inequality is on the increase, urban inequality is yet to revert to the levels of 1992/93 (*NDP 2010*).

86. Gender disparities exist due to high poverty levels, low literacy rates, negative cultural practices and institutional weaknesses. Gender inequalities in resources, responsibilities and entitlements as well as social vulnerabilities have constrained the development process (*MFPED 2008*). Gender based inequality limits economic growth and exacerbates poverty.

2.5.2 Access to opportunities and services

87. Women's health continues to be an area of concern, particularly women's sexual and reproductive rights which have been aggravated by HIV and AIDS pandemic. Maternal mortality

declined slightly from 505 per 100,000 live births in 2001 to 435 per 100,000 live births in 2006. Gender inequality is a key driver in HIV and AIDS infection. According to the 2004/5 Uganda sero-behavioural survey, 7.5% of women are HIV positive compared to 5% of men. Despite numerous family planning programmes, total fertility rate remains high at 7 children per woman (*UNDP 2007*).

88. Retention in primary education on the whole is low and exhibits gender disparity. Fifty three percent (53%) of boys and 42% of girls complete primary school education (2006). Enrolment figures in secondary school education also show gender disparities with only 1/3 of girls who enrolled in primary school continuing to the age of 18 compared to 1/2 of the boys. The adult illiteracy rate as of 2006 was 50% for women as compared to 23% for men.

89. Regarding employment, women are concentrated in the lowest paying sectors which is linked to their low levels of education. Fifty percent of the employed women work in the three lowest paying sectors compared to 33% of men (2002/03 and 2005/06 UNHS). Education sector is the largest employer of women. Seventeen percent (17%) of the estimated 523,000 women in paid employment are in the teaching profession. On the other hand women make 58% of the estimated 7.3 million workers in agriculture. Overall, there is limited employment of women in skill-based industries and this constrains further women's income potential. Studies have established that addressing gender inequalities and formal sector employment would increase the GDP growth rate by 1.2% annually (NDP 2010).

2.5.3 Decision making

90. Despite the conducive legal and policy framework with a number of affirmative action measures, the number of women representatives in Parliament, Local Government and private sector has not changed significantly over the years. Women representation in Parliament increased from 24% in 2001 to only 30.6% in 2006. However, some women in leadership positions especially lack knowledge and skills to effectively influence the decisions of these governance structures. Overall, women account for only 37% and 29% of the public and private sector employees respectively (*UBOS 2009–Gender and Productivity Survey Analytical Report*). The lower than average representation of women in these categories is partly explained by women's lower education attainment and to some extent, time demands attributed to reproductive activities as well biases in employment.

91. At household level, women's participation in decision making is also minimal. About 51% of women reported participating in making major household purchases and overall, men believed that a husband should play the major role in making major household decisions (UDHS 2006).

2.5.4 Gender Based Violence and Violation of Women's Rights

92. Gender based violence (GBV) is widespread in Uganda as revealed by various studies. The number of women who experience gender based violence in comparison to men remains unacceptably high. In 2006, 68% of women reported violence compared to 20% of their male counterparts (*UDHS 2006*). The effects of GBV are enormous and lead to reduced economic productivity at all levels and increased risk of acquiring HIV and AIDS. The other effects include trauma and psychosocial problems, health and legal challenges.

93. Violation of women's rights continues despite the enabling legislations in place and ratification of regional and international instruments particularly CEDAW. This limits women's enjoyment of their rights and effective participation. Women continue to be oppressed due to cultural practices such as bride price and widow inheritance. Socio-cultural discrimination against women and girls regarding property inheritance, preference of boy to girl child education and unequal sharing of domestic responsibilities are still impediments to women's empowerment.

2.5.5 Capacity for gender programming

94. Gaps still exist with regard to implementation of gender mainstreaming initiatives. At the national level, some sectors still lack guidelines for gender mainstreaming. Where the guidelines exist, the sectors do not utilize them which results into uncoordinated efforts. Lack of indicators for monitoring and evaluation of gender mainstreaming has made it difficult to assess impact attributable to gender mainstreaming efforts. Absence of gender auditing limits tracking of compliance to the regulatory and policy framework by different actors.

95. At the local government level, programmes implemented do not effectively address women's concerns due to limited availability of gender disaggregated data for effective programme design and lack of standard gender analysis tools. In addition implementation of gender mainstreaming at that level is still weak, given that resources are rarely allocated to gender mainstreaming activities. Capacity of the personnel at that level to mainstream gender is still limited.

2.6 Institutional Capacity Development

2.6.1 Financial Resources

96. Over the SDIP I implementation period, the financial resources to the sector increased. The apparent increase was a result of subventions to the councils and a special grant for PWDs. These funds are still inadequate for the sector to execute its broad mandate.

97. In spite of its broad mandate and the fundamental role it plays in creating demand for services and laying the foundation for other sectors to improve on their outcomes, the SDS gets only 0.5% of the overall GoU resource envelope. During the process of formulating the National Development Plan (NDP), it was established that the SDS requires at least 1.6% of the total GoU budget for effective delivery of services. However, in the final NDP, the sector ceiling was maintained at 0.5% as in the PEAP period. Table 2 below shows a comparison of budget share of the SDS *visa-as-avis* other sectors.

Table 2: Comparison of the Budget share of the Social Development Sector with other Sectors

Sector	Allocations (Ug Shs in Bn)			% Share of overall Budget		
	2008/09	2009/10	2010/11	2008/09	2009/10	2010/11
Works and Transport	1,083.7	1,214.8	1,034.9	18.5%	17.2%	14.4%
Agriculture	223.2	310.7	351.0	3.8%	4.4%	4.9%
Education	899.3	1,079.6	1,138.0	15.4%	15.3%	15.9%
Health	628.5	735.7	628.1	10.7%	10.4%	8.7%
Water and Environment	150.3	172.2	232.2	2.6%	2.4%	3.2%
Social Development	24.1	32.4	32.5	0.4%	0.5%	0.5%

Source: Background to the Budget for FY 2009/10 and FY 2010/11

98. The grants to the LGs have been declining over the years largely because of creation of new districts without increasing the sector ceiling. In addition, resources meant for community mobilisation are scattered in other sectors whose mandate is service delivery but not community mobilisation.

99. Resource mobilization has continued to be a critical challenge to the effective implementation of the priority interventions in the sector both at the center and in the LGs.

2.6.2 Human Resource Development and Management

100. While government recognizes that the Social Development Sector has a tremendous impact on health, education, economic and other development outcomes, less attention is paid to staffing

and professionalizing the personnel in the sector. Unlike other sectors, the Social Development Sector struggles to attract and retain qualified workers. Overall, the centre has an approved staff structure of 269 positions, 181 of which have been filled leaving a vacancy rate of 32.7%. Summary of staff establishment as of June 30, 2011 is given in Table 3 below.

Table 3: Summary of MGLSD staff establishment as of June 30, 2011

S/N	Programme/Institution	Approved Posts	Filled Posts	Vacant Posts	% filled
1	Finance and Administration	86	65	21	75.6
2	Disability and Elderly	14	11	3	71.4
3	Youth and Children	17	11	6	64.7
4	Labour and Industrial Relations	17	10	7	58.8
5	Occupational Safety and Health	48	26	22	54.1
6	Industrial Court	N/A	N/A	N/A	N/A
7	Gender and Women Affairs	15	13	2	86.6
8	Equity and Rights	15	14	1	93.3
9	Community Development and Literacy	15	8	7	53.3
10	Culture and Family Affairs	16	7	9	43.7
11	Employment Services	12	7	5	58.3
12	Planning Unit	9	6	3	66.7
13	Internal Audit	3	2	1	66.7
14	Policy Analysis Unit	2	1	1	50.0
	Total for Headquarters	269	181	88	67.3

101. The Social Development Sector is represented by the Community Development Workers (CDWs) at the higher and lower local governments. Staffing at the Centre and in the Local Governments has increased over SDIP 1 implementation period. Table 4 below shows the trend of staffing of Community Development Staff in LLGs over the years. The average staffing level was as low as 27.4% in the year 2000 but since 2009 it has been above 50% and currently stands at 64.8%. However, this apparent increase in staffing is deceptive because in some districts the staffing is almost non-existent especially those that have been split.

102. In addition, the sector faces the challenge of amalgamation of functions (labour, gender, culture, probation and social welfare, community development, social rehabilitation, youth work and social gerontology) at the LG level to the extent that some functions are subsumed under others which leads to ineffective service delivery. This demands for an officer with multiple competences to handle all the above functions. Besides, certain functions like probation and labour require specialised competencies as stipulated in the probation and labour laws.

2.6.3 Monitoring and Evaluation

103. The M&E system of the sector is weak to the extent that monitoring and evaluation is not done systematically as required. Where it is done, it is mainly ad-hoc and there is no documented Monitoring and Evaluation Plan. This means that even the meagre resource flows to the sector are not properly co-ordinated.

104. Sector coordination structures have been established. These include the sector working groups, coalition of development partners and the association of district community development workers. However, there is a weak information system and poor networking between government departments and civil society organizations.

105. Implementation of the SDIP 2 will call for deliberate efforts aimed at coordinating all actors, routine reference to the plan by all actors during design of programmes targeting the vulnerable populations and workers. The M&E plan designed to track performance of the SDIP 2 will be used

by all sector actors to assess performance, ensure quality and apply the lessons learnt into programming and informing policy improvements.

3.0 THE SOCIAL DEVELOPMENT SECTOR STRATEGIC DIRECTION

3.1 Vision, Mission, Goal and Indicators

106. The Social Development Sector (SDS) promotes community level action to reduce poverty and promote the rights of the poor, vulnerable and marginalized groups. The sector interventions are contained in this plan. The SDIP 2 restates government's commitment to achieve growth with equity and sets out targets and strategic results in five thematic programme areas of community mobilization and empowerment, social protection for vulnerable groups, labour employment and productivity, gender equality and women's empowerment and institutional capacity development.

Vision				
A better standard of living, equity and social cohesion				
Mission				
Promotion of gender equality, social protection and transformation of communities				
Goal				
To promote employment, positive cultural values, rights of vulnerable groups and gender-responsive development				
Impact Indicators				
% of vulnerable groups living under chronic poverty		% share of total national labour force employed		
% of marginalised groups participating in decision making		Proportion of employed population engaged in cultural industries		
Purpose of the plan				
Support effective participation of vulnerable and marginalised groups and labour force in the development process				
Outcome indicators				
1. Proportion of marginalised persons participating in development programmes		3. Proportion of labour force in gainful employment		
2. Proportion of vulnerable persons benefiting from development programmes				
Thematic areas strategic objectives and outcomes				
Labour, employment and productivity	Community Mobilization and Empowerment	Social Protection for Vulnerable Groups	Gender equality and women’s empowerment	Institutional Capacity Development
Strategic Objective To promote decent employment opportunities and labour productivity	Strategic objective To enhance effective participation of communities in the development process	Strategic Objective To improve the well being of vulnerable and marginalized groups	Strategic objective To promote gender equality and women’s empowerment in the development process	Strategic objective To improve the performance of the Social development institutions in coordinating, implementing, monitoring and evaluating the SDIP 2 at all levels
Outcome Improved environment for increasing employment and productivity	Outcome Empowered communities for increased involvement in the development process	Outcome Vulnerable persons protected from deprivation and livelihood risks	Outcome Gender equality enhanced	Outcomes Enhanced Capacity of the SDS to coordinate, implement, monitor and evaluate the SDIP 2

3.2 Alignment of SDIP 2 with the National Development Plan

107. The SDIP 2 is aligned with the National Development Plan (2010/11-2014/15) objectives which focus on increasing household incomes and promoting equality, enhancing the availability and quality of gainful employment, increasing access to quality social services and enhancing human capital development. While the National Development Plan gives a wider scope of interventions under the Social Development Sector, SDIP 2 focuses on a set of priorities based on the available resources. Table 5 below shows the prioritised interventions by the SDS which will be handled within the next five years (2011/12-2015/16).

Table 5: Alignment of SDIP 2 with the National Development Plan

NDP Objectives	SDS Objectives	SDIP 2 Priority Interventions
<ul style="list-style-type: none"> ▪ Ensure effective community mobilisation and participation in development initiatives ▪ Promote positive cultural values norms and practices ▪ Develop and nurture a National Value system 	To enhance effective participation of communities in the development process	<ul style="list-style-type: none"> ▪ Community Mobilisation; ▪ Home and Village Improvement; ▪ Improving the functionality of and accessibility to quality non-formal adult literacy services; ▪ Expansion of Library and Information services; ▪ Promoting Culture for Development;
<ul style="list-style-type: none"> ▪ Create and enabling environment for increasing high quality employment ▪ Develop a pool of non-formal employee skills in the country ▪ Increase protection of workers through improved compliance with labour standards ▪ Promote social dialogue and industrial harmony in the employment sector 	To promote decent employment opportunities and labour productivity	<ul style="list-style-type: none"> ▪ Strengthening Labour Market Information System and employment services; ▪ Externalization of Labour ▪ Supporting the Informal and non-formal Sectors ▪ Strengthening Occupation Safety and Health (OSH) in the Workplaces ▪ Strengthening Social Dialogue, Tripartism and Social Justice ▪ Improving Productivity ▪ Development of Non Formal Employable Skills
<ul style="list-style-type: none"> ▪ Expand social protection measures to reduce vulnerability and enhance the productivity of the human resource ▪ Ensure respect and promotion of human rights and dignity 	To improve the well being of vulnerable and marginalized groups	<ul style="list-style-type: none"> ▪ Provision of social assistance for the chronically vulnerable ▪ Empowerment of vulnerable groups for improved livelihoods ▪ Provision of Care and Protection ▪ Promotion and Protection of Rights ▪ Strengthening systems and structures for social protection
<ul style="list-style-type: none"> ▪ Promote gender equality 	To promote gender	<ul style="list-style-type: none"> ▪ Promoting gender mainstreaming in

and women empowerment by ensuring equitable access to opportunities and participation in the development process	equality and women's empowerment in the development process	Sectors and Local Government <ul style="list-style-type: none"> Promoting economic empowerment of women Addressing gender-based violence and promoting of women's rights
<ul style="list-style-type: none"> Strengthening the Institutional Capacity for the Social Development Sector; 	To improve the performance of the Social development institutions in coordinating, implementing, monitoring and evaluating the SDIP 2 at all levels	<ul style="list-style-type: none"> Mobilizing resource for the Social Development Sector Strengthening Institutional Capacity for the Social Development Sector Strengthening Sector coordination, delivery and Monitoring and Evaluation (M&E) systems

3.3 Alignment of SDIP 2 Interventions with the NRM Manifesto Commitments

108. The SDIP 2 is aligned to the NRM Manifesto commitments. Table 6 below shows commitments for the vulnerable groups made by the NRM Government and priority interventions proposed by the Social Development Sector in the next five years (2011/12-2015/16).

Table 6: Alignment of SDIP 2 Interventions with the NRM Manifesto Commitments

NRM Manifesto Commitments/Interventions	SDS Programme Areas	SDIP 2 Priority Interventions
<ul style="list-style-type: none"> Enhance gender equity and equality Provide psychosocial support and other related services to women and girls in post-conflict situations especially the child-headed households. Continue to emphasize programmes aimed at reducing maternal and child mortality Uphold all the affirmative action clauses in the Constitution of Uganda and enacting laws that empower women in the political, economic and social sectors 	Gender equality and women's empowerment	<ul style="list-style-type: none"> Support the functioning of the Equal opportunities Commission (EOC) Rollout the programme for the Abandonment of FGM currently in the Sebei sub region to other districts in the region Continue to disseminate guidelines on Gender mainstreaming across sectors, Local Governments & other stakeholders Promote economic empowerment of women through skills and grants provision Strengthen advocacy and awareness raising on gender equality and reproductive Health

<ul style="list-style-type: none"> ▪ Empower the youth and enrich their participation in the development process ▪ Consolidate the framework for enabling youth to develop social, economic cultural and political capacities ▪ Commence the disbursement of the Youth Enterprise Capital Fund. ▪ Promote the formation of SACCOs for youth at sub county level throughout the country as a means of economic empowerment. ▪ Pursue an aggressive programme for job creation in various sectors of the economy to absorb youth who are ready for the job market. 	<p>Social protection for vulnerable groups</p>	<ul style="list-style-type: none"> ▪ Review and disseminate the National Youth Policy and Action Plan ▪ Implement the National Youth Employment Action Plan ▪ Implement the Youth Entrepreneurship programme with a view to developing a cadre of young entrepreneurs who are able to create employment and also employment for others ▪ Expand the current non-formal skills programme for young people ▪ Promote formation of SACCOs for young people and encourage quotas for youth in government programmes ▪ Pursue an aggressive programme for job creation in various sectors of the economy to absorb youth who are ready for the job market ▪ Create and strengthen referrals to trade and industry and other agencies for infrastructure and other support to unregistered small-scale enterprises ▪ Renovate Youth Rehabilitation and Training Centres ▪ Strengthen advocacy and awareness raising on youth contribution to development;
<ul style="list-style-type: none"> ▪ Uphold the fundamental rights of People With Disabilities ▪ Sensitize the population to better appreciate People with Disabilities (PWDs), imparting the knowledge that disability is not inability. ▪ Roll out the Special Disability Grant to all Districts to enhance job creation. 	<p>Social protection for vulnerable groups</p>	<ul style="list-style-type: none"> ▪ Review the National Policy on Disability in Uganda ▪ Implement the Mine Action Victim Assistance programme ▪ Sensitizing the population to appreciate PWDs, imparting knowledge that disability is not inability. ▪ Roll out the special disability Grants to all Districts with a view of improving job creation, incomes and ultimately standards of living of PWDs ▪ Develop and or review and disseminate sector specific grant guidelines to facilitate for the utilization of PWDs Grants ▪ Roll out the Community Based rehabilitation for PWDs to all local governments
<ul style="list-style-type: none"> ▪ Continue promoting the empowerment of older persons in the community ▪ Roll out the cash transfer program for older persons. ▪ Enact a Law on the 	<p>Social protection for vulnerable groups</p>	<ul style="list-style-type: none"> ▪ Finalize and implement the National Programme Plan of Action for Older Persons to facilitate improvement of the livelihood of older persons. ▪ Efforts will be made to follow up on the Bill establishing the National Council for Older Persons. ▪ Spearhead the development of a social protection framework to improve on

establishment of a National Council for Older Persons.		<p>the coordination and delivery of social protection programmes</p> <ul style="list-style-type: none"> ▪ Implement the Social Assistance Grants for Empowerment (SAGE) (Pilot programme) ▪ Establish the National Council for Older Person ▪ Continue to advocate and create awareness on Older Persons issues
<ul style="list-style-type: none"> ▪ Support Vocational and technical training to improve skills and competitiveness of Ugandans in the job Market ▪ Employers and employees sensitized on Uganda Labour Laws to ensure compliance ▪ Employers encouraged to form SACCOs at their places of work ▪ Pursue policies that attract more investors and therefore enhance job creation; 	Labour, employment and productivity	<ul style="list-style-type: none"> ▪ Statutory inspections of workplaces ▪ Investigating and settling Labour disputes ▪ Strengthen the Labour market information system ▪ Strengthen Externalization of Labour programme ▪ Establishment of productivity centre ▪ Strengthening Labour Administration in local Governments ▪ Implement the tripartite charter ▪ Strengthen the Labour advisory Board ▪ Establish the Minimum Wages Advisory Board ▪ Developing of 5 Labour regulations ▪ Establish a Youth Enterprise Capital Fund that will provide the youth entrepreneurs with start-up capital on concessional terms. ▪ Provide common user tools and equipment to youth workplaces and Sites for artisanal groups such as carpenters, metal fabricators and motor vehicle mechanics (garages). ▪ Encourage internships for youths at various tertiary institutions.

4.0 Sector Priorities

109. The SDIP 2 identifies the following priority interventions during the next five years. These are based on the results of the evaluation of SDIP 1 and emerging issues. The priorities contribute to the attainment of the NDP objectives.

4.1 Capacity building for OSH and employment services

110. The sector shall focus on building capacity for occupational safety and health at workplaces, employment services through strengthening the LMIS, skills development and youth employment. Emphasis shall be put on enhancing the capacity of district Labour Offices for improved service delivery.

4.2 Extending social protection services to vulnerable persons

111. Focus shall be on establishing structures and policies for social protection and extending coverage of existing programmes. Direct support shall be extended to vulnerable persons in addition to encouraging local initiatives. The sector shall build the capacity of local governments and beneficiaries in human rights-based approach to planning and implementation of programmes.

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112. Emphasis shall be on improving the quality of training and providing logistics to the literacy workers (supervisors and instructors), reviewing FAL curriculum to address the new learning needs, increasing supply of learning and instructional materials, and opening up new FAL classes in villages where they are non-existent. Special focus shall be on encouraging men to participate in FAL classes.

4.4 Expanding programmes to eliminate Gender Based Violence

113. The focus shall be on extending the coverage of GBV interventions from the 15 districts to the entire country. This will entail creating and strengthening mechanisms and structures within the sector to prevent and respond to GBV. Social Development Sector staff in Local Governments will also be supported to provide psycho-social counseling services to GBV survivors. The communities involved will be sensitized to abandon GBV through community dialogue and the stakeholders trained to respond and prevent GBV.

4.5 Capacity building for gender mainstreaming

114. The focus shall be on building the capacity of actors in the sectors and local governments to carry out gender planning and implementing gender-responsive programmes and gender audits.

4.6 Promoting culture for development

115. The focus shall be on identifying cultural/creative industries and building capacity of the actors through skills development and logistical support. Institutions of traditional/cultural leaders shall be supported to mobilize communities for development. Identification of cultural and family values will enhance appreciation of individual rights and responsibilities within the family and community settings.

4.7 Strengthening Monitoring and Evaluation (M&E)

116. This shall be achieved through staff capacity building in M&E. To improve coordination mechanism among SDS actors, a functional statistics, monitoring and evaluation system to capture achievements of SDS interventions will be established. An M&E plan will be developed to facilitate measurement of the SDIP 2 performance.

5.0 PRINCIPLES

117. The following are the guiding principles underlying the implementation of the SDIP 2:-

5.1 Non-discrimination

118. During implementation of the plan, there shall be no discrimination based on sex, age, disability, health status, language, ethnicity, religion, gender or any other reasons created by history or practices.

5.2 Transparency

119. This is crucial for the success of the plan as well as ownership by all stakeholders. All implementers of the plan shall share information on their plans, resource allocations and utilisation in order to harmonise activities and reduce duplication of efforts.

5.3 Participation

120. Involvement of all stakeholders in the design and implementation as well as monitoring and evaluation of all interventions underpins this plan.

5.4 Accountability

121. Effective monitoring and evaluation mechanisms shall be put in place and any deviation shall be appropriately rectified. All implementers shall be accountable to those that the plan aims to benefit.

5.5 Tripartism

122. In line with recognized best practice of engaging social partners (workers and employers) in socio-economic development, the sector values and upholds the principle of Tripartism in implementation of this plan.

5.6 Result-Oriented Management (ROM)

123. In keeping with Government's commitment to improve performance, the sector shall endeavour to apply the principle of result-oriented management and Output-Oriented Budgeting (OOB) in planning and implementation of the plan.

5.7 Decentralized service delivery

124. This plan shall be implemented within the decentralisation policy framework. The centre shall provide policy guidance, set standards, offer support supervision, monitor and evaluate as well as carry out capacity building for the Local Governments. The Local Governments shall deliver services to individuals and communities.

6.0 OVERALL STRATEGIES

125. The following are cross-cutting overall strategies that shall be used in the implementation of the plan:-

6.1 Networking and coordination

126. Strengthening the capacity of the MGLSD to effectively coordinate and network with other actors in the sector is key to the successful implementation of the SDIP 2. This shall entail providing information, mobilising resources, ensuring quality of service provision, monitoring and evaluation. Committees will be created and or strengthened to encourage networking among different actors.

6.2 Evidence-based Programming

127. The sector shall carry out operational research to inform implementation of its activities and ensure that initiatives are relevant as well as responsive to emerging needs and trends.

6.3 Lobbying and advocacy

128. The sector shall lobby and advocate for recognition of the rights of the vulnerable and marginalised groups by all actors of government. In line with this, the sector shall engage other sectors and encourage them to plan for these groups. The sector shall also advocate for enhanced funding in order to pursue its development aspirations and to provide functional services to the population.

6.4 Public-Private Partnership

129. The SDS cherishes partnership with the private sector as a vital and inevitable principle in implementing this plan. This shall entail promoting effective participation of CSOs and other private sector stakeholders in planning, implementation, monitoring and evaluation of social development programmes.

6.5 Multi-sectoral collaboration

130. In implementing its mandate, the SDS collaborates with other sectors to enhance access to social services by the vulnerable and marginalized groups to benefit from the development process.

6.6 Mainstreaming

131. Mainstreaming shall be a major sector strategy in operationalization of SDIP 2. Other actors will be encouraged to address gender and human rights issues in design, implementation, monitoring and evaluation of policies, plans, programmes and projects at all levels.

6.7 Sensitization and awareness-raising at all levels

132. Sensitisation of communities and actors on the rights and responsibilities of the vulnerable and marginalised groups shall be carried out. The sector shall also raise awareness about the importance of active participation of vulnerable and marginalised groups in development initiatives.

6.8 Strengthening social support systems

133. The sector shall strengthen and encourage community systems/structures that support the provision of care and protection of the vulnerable and marginalised groups. Promotion of interventions that empower vulnerable and marginalised to cope, develop resilience and attain full potential within their environment shall be emphasised. Good practice models on community support systems shall be promoted and a functional database of services at community levels established and maintained.

6.9 Resource mobilization

134. The sector shall diversify its funding base by raising more support from bilateral and multilateral partners while strengthening its programming.

7.0 THEMATIC AREA INTERVENTIONS

7.1 Labour, Employment and Productivity

135. Promoting gainful employment for all shall involve implementation of the national employment policy, building capacity for occupational safety and health at workplaces and strengthening employment services through LMIS, skills development and youth employment. Emphasis shall be on improving productivity, enhancing the capacity of district Labour Offices for improved service delivery and strengthening externalisation of labour, informal and non-formal sectors among others. The sector shall also spearhead implementation of the national HIV and AIDS and world of work policy and its action plan as well as putting in place interventions to eliminate child labour.

7.1.1 Strengthening Labour Market Information System and Employment Services

136. Availability of accurate and timely labour market information is essential to the proper functioning of the labour market. This information is needed on jobs, job seekers, labour mobility, employment levels, real wages, hours worked and desired skills among others in the public and private sectors, especially the small-scale unregistered private sector. Strengthening Labour Market Information System will involve building capacity for institutions and agencies in public and private sectors including social partners, in the collection, analysis and production of information on labour market guiding both secondary and tertiary institutions on skill needs at national and regional levels, carrying out research and new surveys including the manpower survey in collaboration National Planning Authority. The research will also focus on low-paid and vulnerable workers, especially domestic servants and casual/seasonal workers in the agriculture and other sectors dominated by workers in elementary occupations.

7.1.2 Externalization of Labour

137. Government shall continue to engage and enter into bilateral agreements with countries where job opportunities exist in order to tap into the labour markets abroad to provide employment opportunities for Ugandans in the short run as the country develops its capacity to generate sufficient jobs for its labour force. Migrant workers abroad are potential agents of development; they bring in remittances, needed skills physically or through new technologies, work ethics and experiences on entrepreneurial activities. Government shall strengthen licensing, regulation and monitoring of recruitment agencies to ensure compliance with the workers rights. Emphasis shall be placed on monitoring the safety of Ugandan workers abroad.

7.1.3 Supporting the Informal and non-formal Sectors

138. The informal and non-formal sectors are the highest providers of employment opportunities. Many of these enterprises are characterized by low skills, unsafe and unsanitary conditions and yet there are major avenues for employment opportunities. Interventions in this area will entail engaging non-formal and informal business persons to form associations for coordination, networking and policy influence, providing advisory information on the improvement of working conditions, safety and health issues and supporting entrepreneurship development programmes. Local governments shall be encouraged to make user-friendly ordinances, by-laws and regulations for the formal and non-formal enterprises.

7.1.4 Strengthening Occupation Safety and Health (OSH) in the Workplaces

139. Strengthening OSH shall entail establishing sound OSH systems to prevent accidents and diseases that affect workers at workplaces. In particular, a national OSH Policy and national OSH Profile shall be developed. Research in Occupational diseases and accidents, training employers and employees, development and review of legislation as well as specialized training for the inspectors shall be emphasized.

7.1.5 Strengthening Social Dialogue, Tripartism and Social Justice

140. The sector shall promote social dialogue and tripartism among government, employers' and workers' organisations. In this regard, the sector shall revitalise the National Tripartite Charter and the Council. Emphasis shall be put on sharing information, negotiations and consultations amongst social partners. The Industrial Court shall be strengthened to promote industrial peace and harmony.

7.1.6 Improving Productivity

141. The sector shall develop a productivity enhancement model covering selected enterprises to document and consolidate best practices on managerial, technological and work processes, carrying out research and training of the human resource. Specifically, Labour Officers, employers and workers shall be trained on productivity enhancement issues including ethics and attitudes to work in order to instil positive mindset. Raising awareness on the importance of productivity and its link to creation of decent employment opportunities with fair equitable remuneration and skills development shall be emphasised. In addition, the sector shall spearhead the implementation of the National HIV&AIDS and the World of Work Policy (2007) and the Plan of Action (2010) in the workplaces.

7.1.7 Development of Non Formal Employable Skills

142. Given that 8.4 million people in the labour force (*UBOS, 2007*) have attained an education below secondary level, non formal skills development is critical not only to workers but also to enterprises. The SDS shall develop and implement a national non-formal skills development programme to provide skills to the lower and middle cadre especially youth and women with emphasis on changing their mindset. The sector shall use information generated by the LMIS on skill needs and disseminate it to training institutions, students and job seekers among others. The specific interventions shall include developing and implementing a national non-formal skills programme, establishing enterprise start-ups business clinics to include graduate development program providing young entrepreneurs with seed capital, developing and implementing national apprenticeship strategy and guidelines, providing regular information to youths and schools on skill needs, and promoting lifelong learning strategy (certification of workers based on skills and experience) among others.

Results matrix for Labour, Employment and Productivity

Outcome							
1. Improved environment for increasing employment and productivity	% of labour disputes settled	95.8%	96.0%	96.0%	96.0%	96.0%	96.0%
	% of labour complaints resolved						
	% reduction of occupational accidents						
	% reduction of occupational diseases						TBD
Outputs							
1.1 Policies, legislations and coordination mechanisms on labour, employment, occupational safety and health implemented	Number of institutional frameworks developed	2	4	2	1	-	-
	No. of periodic tripartite meetings held	1	4	4	4	4	4
	No. of subscriptions to international labour organizations	3	3	3	4	4	4
1.4 Decent employment opportunities increased	% of registered job seekers placed in decent employment	27%	30%	35%	40%	45%	50%
	No. of job seekers placed in decent employment abroad	5,055	5,100	5,150	5,200	5,250	5,300
1.5 Functional Labour Market Information System	No. of labour market reports generated	1	2	3	3	3	4
	No. of thematic studies conducted on labour and employment produced	1 (2010)	1	1	1	1	1
1.6 Mechanisms for observance of labour standards strengthened	% of workplaces inspected		10	20	30	40	50
1.7 Labour productivity increased	Productivity Centre established	0					1
	% of workers and employers trained in labour legislations and standards	0	5	8	12	15	20
	% of registered workplaces with policies on HIV&AIDS and the world of work		10	20	30	40	50

7.2 Community Mobilization and Empowerment

143. Empowered communities make better use of services such as education, health and agricultural extension services. They have better standards of living, and are more active participants in the society.

7.2.1 Community Mobilisation

144. This shall entail engaging communities in the development process through participatory planning where communities identify problems and needs, prioritise and get solutions for them. Communities shall be mobilised to access and utilise government services such as UPE, health care and access to safe water and to engage in commercial agriculture. Emphasis shall also be put on mobilising communities to manage and sustain investments and services so as to encourage ownership of these investments. Relevant information on existing opportunities for improving livelihoods and incomes shall be provided to households to create a wealthy community. Focus shall also be put on providing access to information that will enable all community members not only to know their rights, demand for services and hold leaders accountable but also fulfil their duties and responsibilities as citizens. Guidelines shall be developed on issues such as wealth creation, patriotism and ideological development. A “National Citizens Awareness Week and Day” (NACA-Week/Day) shall be gazetted to enhance mass community mobilisation on issues of national importance. The Parish Development Committees (PDCs) shall be facilitated to mobilise, form and operationalize service-user committees who will in turn mobilise communities to participate in development activities. A community mobilisation and empowerment law shall be enacted.

7.2.2 Home and Village Improvement

145. Guidelines for improving homesteads, sanitation and hygiene practices using locally available materials shall be developed. Communities and their leaders including the PDCs will be trained in the use of these guidelines. Communities shall be encouraged to own clean homesteads, adopt proper hygiene practices and manage community resources. Local governments shall be encouraged to make bye-laws. Annual home and village improvement competitions at community, sub-county and district levels shall be promoted.

7.2.3 Improving the functionality of and accessibility to quality non-formal adult literacy services

146. The FAL curriculum shall be reviewed to emphasize functionality and include new and emerging learning needs. Training of the literacy workers at all levels shall be conducted. Emphasis shall be put on motivating FAL instructors who are the fulcrum on which learning takes place, revitalising FAL classes and establishing male classes. Focus shall also be put on including other learners who were not previously targeted such as the prisoners, urban dwellers and men. Adult learning shall be deepened to address advanced learning needs such as English, Computer, modern technologies (ICT) and Kiswahili. Relevance, quality and quantity of learning and instruction materials shall also be enhanced.

7.2.4 Expansion of Library and Information services

147. The sector shall undertake a phased establishment of more public libraries, tele-centers and community training centres as well as equipping both new and old facilities. User-friendly reading materials shall be mobilized through sensitising publishers on community reading needs. The communities shall be mobilized to appreciate and use the available library services. A national library shall be constructed. Support to districts/public libraries benefiting from central government grants will

increase at the rate of ten (10) per year. These libraries shall also be stocked with appropriate and up-to-date reading materials.

7.2.5 Promoting Culture for Development

148. The sector shall identify cultural/creative industries; build their capacity through skills training and logistical support. Communities will also be mobilised and sensitized to take part so as to facilitate job creation and transmission of development information to communities. The National Family Policy will be formulated to guide national programmes aimed at strengthening responsibilities and promotion of rights of all the family members and fostering poverty eradication and development activities within the family. Researches shall be conducted on the state of positive aspects of culture and their relevance in addressing contemporary development concerns and national value systems. Facilitation of cultural dialogue and creation of spaces for pluralism will open up opportunities that foster respect and tolerance of differences as well as lay foundation for national unity and diversity. In addition, Kiswahili Council shall be established to ease communication within the East African Community. The institutions of traditional or cultural leaders shall be supported in order to enable them to mobilise communities for national development. In order to strengthen the legal frame work for culture, the sector shall ratify the convention on the protection and promotion of the diversity of cultural expressions and the convention on underground water heritage, review the Stage Plays and Public Entertainment Act (Cap 49) and Uganda National Cultural Centre Act (Cap 50), develop regulations for the Stage Plays and the Public Entertainment Act and develop a strategy for inventorying Intangible Cultural Heritage in Uganda and; (5) develop an action plan for National Culture Policy.

Results matrix for community mobilization and empowerment

Results statements	Indicators	Baseline No or %	Target				
			Year 1	Year 2	Year 3	Year 4	Year 5
Outcome							
1. Empowered communities for increased involvement in the development process	% of sub counties that have functional community initiatives	32%	40%	50%	55%	55%	60%
Outputs							
2.1 Policies, laws, sector plans, standards and guidelines on community mobilization and empowerment developed	No. of policies, laws, sector plans, standards and guidelines on community mobilization and empowerment developed	5	2	2	1	1	1
2.2 Advocacy, networking and partnerships on community mobilization and empowerment strengthened	No. of national/international events commemorated (<i>International literacy day, International day of Families, World Culture day, International literacy day</i>)	3	3	3	4	4	4
	No. of partnership meetings held	4	4	4	4	4	4
	No. of IEC advocacy materials developed and disseminated	0	200	300	400	500	600
2.3 Mobilized and empowered community groups	No. of Community groups registered at district level	5000	1500	1500	2000	2500	3000
2.4 Community literacy and functional skills enhanced	No of Functional Adult Literacy classes	15000	16000	16000	16000	16000	16000
	Annual enrolment of FAL learners	240,000	300,000	300,000	300,000	300,000	300,000
	No. of FAL materials printed per year	8,000	10,000	10,000	10,000	10,000	10,000
	Proportion of learners	130000	170,000	170,000	200,000	200,000	250,000

Results statements	Indicators	Baseline No or %	Target				
			Year 1	Year 2	Year 3	Year 4	Year 5
	utilising literacy skills in their day-to-day activities						
2.5 Community access to information increased	No. of people accessing Library services	714,374	750,000	800,000	800,000	850,000	900,000
	No. of libraries (public and community) established	107	3	3	3	3	3
	Proportion of public libraries provided with operational funds	48.28%	48.28%	48.28%	48.28%	48.28%	48.28%
	Proportion of libraries provided with IEC materials	14	20	25	30	30	30
	No. of functional community development centres	221	225	230	235	240	250
2.1.6 Quality assurance for programme implementation enhanced	No. of districts provided with monitoring, technical support supervision and backstopping visits	40	40	40	45	50	60
2.1.7 Support to semi autonomous institutions	No. of institutions supported with subventions (<i>NLU, UNCC, National Kiswahili Council</i>)	3	3	3	3	3	3
2.1.8 Support to the promotion of culture and family provided		1	1	1	0	0	0
	No. of researches on culture and family values conducted (<i>This will include community inventories on intangible cultural heritage</i>)	0	1	1	0	0	0
	No. of community training modules on family issues developed (<i>A manual will be developed to guide development of modules</i>)	0	1	1	0	0	0
	No. of community sensitization events on family	0	10	10	10	15	15

Results statements	Indicators	Baseline No or %	Target				
			Year 1	Year 2	Year 3	Year 4	Year 5
	issues conducted (<i>E.g. radio programmes, MDD, community dialogues</i>)						
2.9 Traditional and cultural institutions supported	Number of traditional/cultural institutions supported	12	14	14	14	14	14

7.3 Social Protection for Vulnerable Groups

149. Vulnerable groups are excluded from accessing basic services because they are not sufficiently positioned to tap vital development opportunities. As a result, their ability to avert risk or manage shocks is limited. The SDS shall support initiatives to protect, rehabilitate, resettle, re-integrate and empower such vulnerable groups. Emphasis shall be placed on supporting the most vulnerable and marginalised. Different interventions will therefore be necessary to meet specific needs of the various categories. These categories include children, youth, PWDs, older persons, ethnic minorities, PLWHA among others.

7.3.1 Provision of social assistance for the chronically vulnerable

150. The sector shall provide social assistance in form of cash transfers to those deemed eligible on the basis of their vulnerability, disability and old age to meet immediate needs. The sector shall encourage informal schemes like individual or family support, community support groups or associations, self-help groups and micro-insurance. In addition, the sector shall advocate for preventive measures to avert poverty and reduce vulnerability and risks. Such measures include food for-work schemes in food insecure regions, school feeding programmes for orphans, as well as measures to safeguard health including drugs for older persons and ART for HIV and AIDS infected persons.

7.3.2 Empowerment of vulnerable groups for improved livelihoods

151. The sector shall support income enhancement for vulnerable groups through lobbying for special quotas from the government funded programmes such as NAADS, SACCOS, PRDP among others. Special emphasis shall be put on training in vocational, entrepreneurial, apprenticeship skills and modern agricultural practices for youth and PWDs in order to increase their contribution in development process. In addition, the sector shall make regional youth skills centres operational as well as increasing access to credit through provision of start-up kits and micro credit opportunities. Furthermore, the sector shall renovate and re-tool the vocational rehabilitation centres for PWDs. Young people shall also be supported in talent development and creativity. The sector shall also raise awareness among communities for attitude change towards vulnerable and marginalised groups.

7.3.3 Provision of Care and Protection

152. The sector shall identify and support vulnerable groups with psychosocial services (counselling and guidance), provision of life skills, recreation, sexual and reproductive health messages, access to basic services and justice. In addition, special attention will be placed on strengthening the community systems to support vulnerable groups, reduction of residential care and promotion of community-based support services. The sector shall further improve welfare services and protection of juveniles in remand homes, creation of alternative care systems through use of fit persons, application of dispute resolution mechanisms, prevention measures through awareness creation on rights and responsibilities; and strengthen collaboration with actors in the Justice System. The sector shall also establish and strengthen child helplines to receive and respond to reports of violence, abuse, neglect and exploitation involving children.

7.3.4 Promotion and Protection of Rights

153. Human rights are universal legal guarantees that protect individuals and groups against actions and omissions that interfere with fundamental freedoms and human dignity. The interventions on observance of human rights shall focus on creating awareness about human rights at all levels. The sector shall also prepare state party reports on rights of vulnerable and marginalised groups. Policies, laws and programmes both public and private shall be reviewed to ensure they address the rights of the vulnerable and marginalised groups and carry out audits to ensure compliance.

7.3.5 Strengthening systems and structures for social protection

154. The sector shall develop a comprehensive social protection framework to harmonize the existing policies and programmes. Focus shall be placed on strengthening systems and structures, coordination, networking and information-sharing among actors.

Results matrix for Social Protection and Complementary Services for Vulnerable Groups

Outcome							
3. Vulnerable persons protected from deprivation and livelihood risks	% of vulnerable persons accessing basic services	13	15	18	21	23	25
	% of vulnerable and marginalized persons participating in decision making	30	30	30	30	30	30
	% of vulnerable and marginalized persons in employment	N/A	5%	10%	15%	20%	25%
	% of children in conflict with the law	N/A	5%	5%	5%	5%	5%
	% of human rights violation cases among the vulnerable groups reported	50%	5%	5%	5%	5%	5%
Outputs							
3.1 Policies, laws, standards and guidelines on vulnerable and marginalised persons developed	No. of institutional framework on social protection developed	6	8	7	6	6	5
3.2 Capacity of vulnerable and marginalised persons developed	No. of vulnerable persons equipped with skills	3,616	684	1,566	1,770	2,240	2,490
	No. of skills development centres for youth and PWDs constructed	4	3	5	1	2	1
	No. of most vulnerable individuals provided with social grants	66,500	398,455	650,775	720,135	784,245	350,000
	No. of marginalized groups provided with seed capital	589	2,167	2,235	2,300	2,350	2,500
	No. of vulnerable children supported to access school in the prioritized levels of education	N/A	150,000	150,000	150,000	150,000	150,000
	No. of vulnerable children in institutions provided with food and non food items	7,850	1,535	3,250	3,482	3,698	2,448
3.3 Vulnerable and marginalised persons access to rights increased	% of vulnerable children accessing child protection services	11%	15%	15%	20%	20%	20%
	No. of vulnerable persons rescued from risky/hazardous situations	2,622	746	1,046	1,046	846	596
	% of cases resolved by Equal Opportunities Commission	0	50	100	200	400	500
	No. of rehabilitative institutions for	2	2	2	2	2	2

	vulnerable groups constructed and or renovated						
	% of cases of children in conflict with the law benefiting from diversion from formal justice system	10%	15%	20%	20%	25%	30%
	% of cases of children in conflict with the law benefiting from diversion from formal justice system	10%	15%	20%	20%	25%	30%
3.4 Social protection mechanisms strengthened	No. of duty bearers trained in social protection	900	2100	2100	2100	2100	2100
	No. of duty bearers trained in human rights based approach(HRBA)	240	480	620	780	1000	1200
	No. of functional child protection committees in the LGs	80	100	100	100	100	117
	No. Districts with response systems to incidence of violence against children	36	36	40	50	60	60
3.5 Advocacy, networking and partnerships on social protection strengthened	No. of events commemorated	5	5	5	5	5	5
	No. of IEC materials developed	2	2	3	2	2	3

7.4 Gender Equality and Women's Empowerment

155. The SDS shall actively engage all sectors and local governments to design and implement gender-responsive interventions to address gender inequalities and promotion of women's empowerment. The SDS interventions shall ensure that development processes take into account social and economic implications and counter specific vulnerabilities arising out of gender inequalities. Specific interventions on promotion of economic empowerment of women and addressing gender-based violence shall be supported.

7.4.1 Promoting Gender Mainstreaming in Public and Private Sectors

156. Emphasis shall be on strengthening technical capacity for gender mainstreaming in central and local governments and private sector. Gender-responsive budgeting shall be promoted and conducted. Sectors and other stakeholders shall be assisted to conduct gender audits of their institutions. Coordination mechanisms shall be strengthened to create effective linkages with MDAs, Local Governments, CSOs and private sector. Policies guidelines and standards for gender mainstreaming shall be developed and disseminated.

7.4.2 Promoting Economic Empowerment of Women

157. Supporting women's livelihoods interventions with grants shall be a priority. Women shall be equipped with knowledge and skills in entrepreneurship, management of projects and leadership. Special focus shall be put on women who ordinarily do not have opportunities to access credit. The sector shall lobby for specific quotas for women in public programmes such as NAADS, SACCOS, PRDP among others.

7.4.3 Addressing Gender-based Violence and Promoting Women's Rights

158. Central and Local Government level structures and mechanisms shall be established and strengthened to prevent and respond to gender-based violence. Integrated services (medical, legal psychosocial and economic) shall be availed to GBV survivors. Sensitization and awareness programmes on GBV and women's rights shall be conducted. Stakeholders shall be trained in GBV prevention and response. Emphasis shall also be put on ratification, domestication and reporting on regional and international protocols and conventions on women's rights and gender equality. Campaigns to accelerate abandonment of FGM/C shall be enhanced. A national action plan to address HIV and AIDS among women and girls shall be formulated and implemented.

Results matrix for Gender equality and women empowerment

Outcome							
4. Gender equality and women empowerment enhanced	% of women participating in decision making at all levels (National and Local Governments)	38%					40%
	% of women living below the poverty line	24.5% (Of total Population)					24.5%
Outputs							
4.1 Women's economic empowerment increased	% of women owning registered land	20%	21%	23%	24%	24%	25%
	No. of women initiatives promoted	-	2	2	2	2	2
	No. of women trained in leadership skills	(LC 3 Chair persons, LC 5 Chair persons, Counsellors and MPs)	131 women MPs	1 Region	1 Region	1 Region	1 Region
	No. of Women groups and CSOs supported with grants	360	60 Target: 10 Districts @6 groups formed	60	60	60	60
	No. of institutions (Autonomous Institutions e.g. NWC) supported with wage and non wage subventions	1 Institution and 1 CSO	1	1	1	1	1
4.2 Gender based violence reduced	% of GBV cases reported that are resolved	48% (with various context)	-	-	-	-	45%
	No. of GBV survivors receiving psychosocial and Health care services (by sex)	355 in 5 programme					
	No. of Community and male action groups formed and supported to disseminate GBV information	5Districts Small Male	13target in 8 districts and 5 groups per	13	13	13	13

		Action Group (SMAG) @ 30 members	districts				
	No. of CSOs, central and Local Governments staff trained on GBV prevention and response (staff by sex)	168 Targeted 50 UPDF, 41 JLOS, 49 Health and MGLSD and 28 Local government	170	200	200	200	200
	Proportion of government sectors that have mainstreamed gender into their policies/plans	5 Sectors Water and Sanitation, Education, Health, Agriculture and Finance	7 sector/Agencies and 3 LGs	9 sector/Agencies and 5 LGs	11 sector/Agencies and 7 LGs	13 sector/Agencies and 8 LGs	15 sector/Agencies and 10 LGs
	No. of Sectors supported to undertake gender and equity budgeting	5 sectors of agriculture, health, education, roads and water	8 sectors	11 sectors	13 sectors	15 sectors	17 sectors
	No. of Policies, Guidelines, Standards, and Legislations reviewed and disseminated	1 policy, action plan, 2 sets of guidelines and 2 legislations					3 policies, 5 sets of guidelines, 2 Legislations for DVA

							and FGM
4.3 Advocacy, Networking and reporting on International Obligations Strengthened	No. of advocacy Materials developed and disseminated	1,000	1,000	1,000	1,000	1,000	1,000
	No. of National and International days commemorated and celebrated	2 (16 days of activism, Women's day)	2	2	2	2	2
	No. of Reports on Regional and International Obligations (instruments) produced and presented	3 (CEDAW 2010, AU Solemn Declaration and Beijing +15)	2	1	1	2	2

7.5 Institutional Capacity Development

159. Institutional Capacity Development Programme area brings together all actors in the Social Development Sector to ensure systematic, coordinated and effective execution of Social Development Sector interventions. The focus shall be on improving the performance of the Social Development Sector institutions and actors to coordinate, implement, monitor and evaluate the SDIP 2. This program area will address five key components including resource mobilization, institutional development, human resource development, monitoring and evaluation as well as coordination.

7.5.1 Resource mobilisation for the Social Development Sector

160. At least 1.6% of the total GoU budget is required for effective implementation of SDIP 2. The sector shall develop funding proposals for increased funding from government. A building to house the offices of MGLSD shall be acquired so that the savings from the rent can be used for service delivery. The Ministry shall advocate for creation of separate votes for the autonomous and semi-autonomous institutions which receive funding allocation through the Ministry which greatly affects their financial performance.

161. Resources for community mobilisation are scattered in other sectors. The sector shall advocate for harmonisation and consolidation of all the funds from other sectors earmarked for community mobilisation and empowerment.

7.5.2 Institutional Capacity for the Social Development Sector

162. Effective implementation of the SDIP 2 will require significant improvements in the sector's institutional capacity (technical, operational and management). The sector shall justify and advocate for filling of existing vacant positions at all levels particularly at the LGs. The sector shall also advocate for restructuring to align staffing at the centre with LGs. Human resource capacity shall be enhanced through short term tailor-made courses. Institutional development shall also be strengthened through reviewing policies and guidelines for human resource management.

7.5.3 Social Development Sector Monitoring and Evaluation System (M&E)

163. A strengthened Monitoring and evaluation system shall be the basis upon which SDIP 2 implementation shall be tracked to specifically focus on the objectives and the set targets. It shall also be a management tool for performance measurement of SDIP 2 over the next five year period. In order to strengthen the overall SDS Management Information System, the sector shall harmonize and strengthen the different sub-systems namely; National Adult Literacy Management Information System (NALMIS), Orphans and Other Vulnerable Children Management Information System (OVCNIS), Community Based Rehabilitation Management Information System (CBRMIS), Gender Based Violence Management Information System (GBVMIS), Labour Market Information System (LMIS) and Community Information System (CIS). A central database shall be established and all the above sub-systems linked into it. The Social Development Sector Strategic Plan for Statistics (SDS-SPS) and the ICT strategy shall be reviewed and fully implemented. Staff shall be trained in monitoring and evaluation.

Results matrix for Institutional Capacity Development

Outcome							
5. Financial resource base to implement SDIP 2 at national and local government levels increased	% of the SDIP 2 planned targets achieved	65%	-	-	-	-	75%
Outputs							
5.1 Financial Resources to implement SDIP 2 at National and Local government levels increased	% of the of the overall GoU budget allocated to the SD sector	0.05	0.05	0.10	0.50	1.0	1.6
	% of funding for the SDS activities sourced from development partners		0.05	0.06	0.07	0.07	0.08
	% of resources to the SDS utilized		60%	70%	80%	90%	100%
5.2 Capacity of the SDS to implement SDIP 2 at national and local government level strengthened	No. of SDS duty bearers trained	0	100	200	300	400	400
	% of qualified staff recruited	46%	50%	55%	60%	68%	70%
	No. of physical facilities for execution of sector activities constructed and or rehabilitated	2	2	2	2	2	2
	No. of SDS institutions restructured to effectively deliver on SDIP 2	-	1	5	10	30	45
	% of SDS staff with office space	10%	15%	20%	25%	30%	40%
5.3 Coordination of SDIP 2 implementation strengthened	No. of LGs provided with technical support supervision and monitoring	60	80	90	100	112	100,000
	No. Of functional Social Development Sector M&E system developed	0	1	1	1	1	1
	No. of functional SDS coordination structures established	3					5

8. IMPLEMENTATION ARRANGEMENTS

164. Implementation of the plan will be through a Sector Wide Approach. The MGLSD will play a leading role in implementing the plan. The SDIP 2 Implementation will build on the existing initiatives and strengthen partnerships essential for successful coordination, collaboration and linkages, especially within the decentralised context of service delivery. Funding for the interventions at the grassroots will be channelled directly to the local governments in line with the decentralisation principles. Public private partnerships and linkages shall be strengthened to ensure that social development concerns are identified and addressed.

8.1 Coordination of SDIP 2 Implementation

165. The SDS Working Group shall be strengthened to co-ordinate implementation of SDIP 2. This group shall comprise of key sectors in government, civil society organisations, development partners and representatives of the Association of Community Development Workers. The group shall meet quarterly to assess the progress of implementation of this Plan. This group shall be informed by the deliberations of the technical thematic sub-committees namely; Community Mobilisation and Empowerment; GBV Reference group; Social Protection; Labour, Employment, and Productivity; Gender and Women's Empowerment as well as Institutional Capacity Development.

8.2 Sustainability

166. The sustainability of SDIP 2 will mainly be at three levels namely Institutional, Programme and Financial sustainability. Each of the levels is described in detail as follows.

8.2.1 Institutional Sustainability

167. During the SDIP I, the sector set into motion processes to establish and strengthen most of the elements required for a sustainable SDS. To achieve this, the SDS shall advocate for restructuring of the ministry and local governments to align them. Lessons learnt and best practices from the implementation of SDIP 1 will be replicated in SDIP 2.

8.2.2 Programme Sustainability

168. Programme sustainability shall involve venturing into new programmes to address emerging needs in the social development sector and application of an evidence-based approach across all SDS programme areas. The monitoring and evaluation system shall be strengthened to guide the implementation of SDIP 2. All programme areas shall be informed by a revamped statistics and M&E unit.

8.2.3 Financial Sustainability

169. Resources shall be mobilised at all levels to implement SDIP 2 through engaging government to increase its allocation to the sector and through joint budget support and off budget support by bilateral and multilateral actors and the private sector. Government and development partner's collaborations will be critical in ensuring that adequate resources are mobilised and sustained over the period of implementation of the SDIP 2.

9.0 MONITORING AND EVALUATION OF THE SDIP 2

170. Systematic monitoring is important to track and analyze activity implementation and provide feedback on performance. The SDS shall monitor and evaluate its programs through a reliable and functional M&E system to capture achievements of its interventions. The monitoring and evaluation system shall be strengthened through development of a comprehensive management information system to bring together the various sub sector Management Information Systems.

171. Evaluation of SDIP 2 shall be carried out to make a comparative assessment of the results (outcomes and impacts) of the interventions. Annual joint sector and peer reviews, mid and end term evaluations, exchange visits and experience sharing shall be conducted.

10. POSSIBLE RISKS ASSOCIATED WITH THE PLAN

172. In developing this Strategic Plan, SWOT analyses conducted at the regional and national levels identified a number of risks. These risks and the proposed mitigation measures are highlighted here below:-

10.1 Over Reliance on External Funding

173. Currently, a big portion of the sector funding comes from development partners. Any significant reduction of this support would negatively affect the implementation of this strategic plan. Given the above, there is an urgent need to diversify funding modalities for the sector activities. Primarily, the MGLSD shall focus on securing increased funding in conditional grants from the government to support local governments to fulfil their mandate of providing services to vulnerable and marginalized groups. In addition, the Ministry shall provide policy guidance to ensure local governments contribute funds for sector interventions from locally generated revenue.

10.2 Financial Flow and Management

174. The failure of government and development partners to effectively and efficiently disburse, manage and/or account for funds will negatively affect implementation of this strategic plan. Delay or failure in release of funds to the local governments also poses a huge challenge for longer term sustainability of the sector interventions. Equally, failure by local governments to provide timely accountability for remitted funds will impair service delivery. Measures to mitigate these risks include strengthening public sector financial management systems for expenditure tracking and accountability, scaling up capacity for pool funding at decentralized levels and capacity building for financial management and reporting at all levels.

10.3 Governance, Leadership and Coordination

175. Strong leadership across government, combined with effective coordination of all stakeholders by the MGLSD is vital to the realization of the SDIP-2 outcomes. Therefore, any significant changes in the current political environment such as weak governance and misinformed decision making could seriously undermine the implementation of this Plan. The MGLSD, with the support of key Development Partners, will undertake continuous advocacy to ensure that there is political commitment towards the SDIP 2 implementation.

10.4 Partnership Commitment and Capacity

176. The successful implementation of the Plan will require a multi-sectoral response involving partners from public and private sectors and civil society organizations. Any significant lack of commitment or capacity by either party will seriously affect the achievement of the outcomes of the Plan. The MGLSD shall develop and implement a comprehensive partnership framework to mitigate this risk.

10.5 Conclusion

177. The SDIP 2 provides a road map for the SDS interventions over the five year period 2011/12-2015/16. During this period, the sector shall consolidate its achievements, enhance its visibility and strategically guide the SDS actors. The successful implementation of SDIP 2 shall require the financial and technical support from government and SDS partners. Scaling up of sector programmes shall also require a high level of commitment, professionalism on the part of the actors and political will.

Appendix 1: ILO Conventions Ratified by Government of Uganda

- 1) Convention 5 Minimum Age Industry (1919) ratified 4th June 1963;
- 2) Convention 11 Right of Association Agriculture (1921) ratified 4th June 1963;
- 3) Convention 17 Workers' Compensation (Agriculture) (1921) ratified 4th June 1963;
- 4) Convention 19 Equality of Treatment (Accident Compensation, 1952 ratified 4th June 1963;
- 5) Convention 26 Minimum Wage Fixing Machinery 1925, ratified 4th June 1963;
- 6) Convention 45 Underground Work (Women) (1935) ratified 4th June 1963;
- 7) Convention 50 Recruiting Indigenous Workers ratified 4th June 1963;
- 8) Convention 64 Contracts of Employment (Indigenous workers, 1939 ratified 4th June 1963;
- 9) Convention 65 Penal Sanctions (Indigenous workers), 1939 ratified 4th June 1963;
- 10) Convention 81 Labour Inspection, 1947 ratified 4th June 1963;
- 11) Convention 86 Contracts of Employment (Indigenous workers) 1947, ratified 4th June 1963;
- 12) Convention 94 Labour Clauses (Public Contracts) 1949 ratified 4th June 1963;
- 13) Convention 95 Protection of Wages, 1949 ratified 4th June 1963;
- 14) Convention 98 on the right to organize and collective bargaining ratified 4th June 1963;
- 15) Convention 87 Freedom of Association, on 2nd June 2005;
- 16) Convention 29 Forced Labour Convention, 1931 ratified on 4th June 1963;
- 17) Convention 105 Abolition of Forced Labour, 1957 ratified on 4th June 1963;
- 18) Convention 122 Employment Policy, 1964 ratified 23rd June 1967;
- 19) Convention 123 Minimum age (Underground work), 1965 ratified 4th June 1963;
- 20) Convention 143 Migrant Workers (Supplementary Provisions), 1975, ratified 23rd June 1967;
- 21) Convention 144 Tripartite Consultations (International Labour Standards) 1976 ratified January 1994;
- 22) Convention 154 Promotion of Collective Bargaining, 1981 ratified 27th March 1990;
- 23) Convention on 158 Termination of Employment at the initiative of the employer, 1982 ratified 18th July 1990;
- 24) Convention 159 Vocational Rehabilitation and Employment (Disabled Persons), 1983 ratified 27th March 1990;
- 25) Convention 162 Safety in the use of Asbestos, 1986 ratified 17th March 1990;
- 26) Convention 100 Equal Remuneration for Men and Women workers for Work of Equal Value, 1951 ratified on 2nd June 2005;
- 27) Convention 111 Discrimination (Employment and Occupation), 1958 ratified on 2nd June 2005;
- 28) Convention 138 Minimum Age for Admission to Employment, 1973 ratified on 25th March 2003;
- 29) Convention 182 Worst Forms of Child Labour, 1999 ratified on 21st June 2001;

Other Important Instruments

- 1) The ILO Declaration of Fundamental Principles and Rights at Work;
- 2) The ILO Declaration on Social Justice for a Fair Globalisation;
- 3) The new international standards on the HIV/AIDS at the Workplace, Recommendation (No. 200) 2010;
- 4) ILO Convention on Decent Work for Domestic Workers (2011);
- 5) ILO Convention 102 on Minimum Standards of Social Security of 1952;
- 6) The ILO Decent Work Agenda;

Appendix 2: Legislations and Policies enacted by the Ministry

Laws:

- i) The Employment Act No 6, 2006;
- ii) The Equal Opportunities Commission Act, 2007;
- iii) The Labour Disputes (Arbitration and Settlement) Act No. 8, 2006;
- iv) The Labour Unions Act No. 7, 2006;
- v) The Minimum Wages Board and Advisory Councils Act, Cap 221;
- vi) The Public Service Negotiating and Disputes Settlement Machinery Act, 2008;
- vii) The Persons With Disabilities Act, 2006;
- viii) The Prohibition of Female Genital Mutilation Act, 2010;
- ix) The Domestic Violence Act, 2010;
- x) The Occupational Safety and Health Act No. 9, 2006;
- xi) The Workers' Compensation Act, Cap 225;
- xii) The Children's Act, Cap 59;
- xiii) The Institution of Traditional or Cultural Leaders Act, 2011; and
- xiv) The Copyright and Neighbouring Rights Act 2006.

Policies

The MGLSD has developed several policies to guide the implementation of sector activities. The policies include:

- i) The Uganda National Employment Policy (2011);
- ii) The National Policy for Older Persons (2009);
- iii) The National Policy on Disability (2006);
- iv) The Uganda Gender Policy (2007);
- v) The National Orphans and Other Vulnerable Children's Policy (2004);
- vi) The National Youth Policy (2001);
- vii) The Uganda National Culture Policy (2006);
- viii) The National Equal Opportunities Policy (2006);
- ix) The National Child Labour Policy (2007); and
- x) The National HIV/AIDS and the World of Work Policy (2007).

Appendix 3: Results-Based Logical Framework

Narrative summary	Performance measurement	Means of verification	Assumption/Risk indicators
Strategic Goal	Performance (Impact) Indicators		Assumptions – Risk Indicators
To promote employment, positive cultural values, rights of vulnerable groups and gender-responsive development	<ul style="list-style-type: none"> % of vulnerable groups living under chronic poverty; % of marginalised groups participating in decision making; % share of total national labour force employed; Proportion of employed population engaged in cultural industries; 	<ul style="list-style-type: none"> Reviews and reports of relevant UBOS national surveys 	
Purpose	Performance (Outcome) Indicators	Sources of Verification	Assumptions – Risk Indicators
Support effective participation of vulnerable and marginalised groups; and labour force in the development process	<ul style="list-style-type: none"> Proportion of marginalised persons participating in development programmes; Proportion of vulnerable persons benefiting from development programmes; Proportion of labour force in gainful employment; 	<ul style="list-style-type: none"> Reviews and reports of relevant UBOS national surveys SDIP 2 evaluation reports 	
Strategic Objectives	Performance (Outcome) Indicators	Sources of Verification	Assumptions – Risk Indicators
Labour, Employment and Productivity SO 1. To promote decent employment opportunities and labour productivity			
Outcomes			
1.1 Improved environment for increasing employment and productivity	% of labour disputes and complaints reported % of work place accidents and diseases reported	<ul style="list-style-type: none"> Reviews and reports of relevant SDS partners SDIP 2 evaluation reports 	
Outputs			
1.1.1 Policies and legislation on labour, employment and occupational safety and health	No. of policies, legislation, plans and guidelines developed and disseminated No. of periodic tripartite meetings held	<ul style="list-style-type: none"> Annual sector performance reports 	

Narrative summary	Performance measurement	Means of verification	Assumption/Risk indicators
including tripartite charter implemented	The National Social Security Policy Standards, Guidelines developed, reviewed and disseminated		
1.1.2 Advocacy and networking on labour, productivity and employment strengthened	No. of advocacy events on labour conducted	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation reports 	
	No. of subscriptions to international labour organizations		
	No. of Reports on Regional and International Obligations (instruments) produced and presented		
	No. of ILO conventions ratified		
1.1.3 International labour obligations fulfilled	No. of subscriptions to international labour organizations	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation reports 	
1.1.4 Decent employment opportunities increased	% of registered job seekers placed in decent employment		
	No. of job seekers placed by recruitment agencies		
	Remittances from externalization of labour		
1.1.5 Functional Labour Market Information System	No. of labour market reports generated and disseminated	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation reports 	
	No. of thematic studies conducted on labour and employment produced		
1.1.6 Strengthened mechanisms for observance of labour standards	% of workplaces inspected and complying with labour standards	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation reports 	
	% of labour disputes settled		
	% of Government workers compensated		
	No. of children withdrawn from worst forms of child labour		
1.1.7 Labour productivity increased	Productivity Centre established and operational	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation reports 	
	% of labour force trained		
	% of registered workplaces with policies on HIV&AIDS and the world of work		
1.1.8 Skills development programme implemented	No. of labour inspectors trained	<ul style="list-style-type: none"> Annual sector performance reports 	
	No. of formal and informal sector operators participating in skills training		

Narrative summary	Performance measurement	Means of verification	Assumption/Risk indicators
		<ul style="list-style-type: none"> SDIP 2 evaluation reports 	
Community Mobilization and Employment SO 2. To enhance effective participation of communities in the development process			
Outcomes			
2.1 Empowered communities for increased involvement in the development process	Proportion of sub counties that have functional community initiatives	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation reports 	
Outputs			
2.1.1 Policies, laws, sector plans, standards and guidelines on community mobilization and empowerment developed	No. of policies, laws, sector plans, standards and guidelines on community mobilization and empowerment developed	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation reports 	
2.1.2 Advocacy, networking and partnerships on community mobilization and empowerment strengthened	No. of national/international events commemorated	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation reports 	
	No. of partnership meetings held		
	No. of IEC advocacy materials developed and disseminated		
2.1.3 Community groups mobilized and empowered	No. of Community groups registered at district level	<ul style="list-style-type: none"> Annual sector performance reports 	
2.1.4 Community literacy and functional skills enhanced	No of Functional Adult Literacy classes	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation 	
	Annual enrolment of FAL learners		
	No. of FAL materials printed per year		
	Proportion of learners utilising literacy skills in their day-to-day activities		

Narrative summary	Performance measurement	Means of verification	Assumption/Risk indicators
		reports	
2.1.5 Community access to information increased	No. of people accessing Library services	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation reports 	
	No. of libraries established		
	Proportion of public libraries provided with operational funds		
	Proportion of libraries provided with IEC materials		
	No. of functional community development centres		
2.1.6 Quality assurance for programme implementation enhanced	No. of districts provided with monitoring, technical support supervision and backstopping visits	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation reports 	
2.1.7 Support to semi autonomous institutions provided	No. of institutions supported with subventions		
2.1.8 Support to the promotion of culture and family provided	No. of researches on culture and family values conducted	<ul style="list-style-type: none"> Annual sector performance reports SDIP 2 evaluation reports 	
	No. of community training modules on family issues developed		
	No. of community sensitization events on family issues conducted		
	No. of researches on culture and family values conducted		
2.1.9 Traditional and cultural institutions supported	Number of traditional/cultural institutions supported		
Social Protection for Vulnerable Groups SO 3. To improve the well being of vulnerable and marginalized groups			
Outcome			
3.1 Vulnerable persons protected from deprivation and livelihood risks	% of vulnerable persons accessing basic services	<ul style="list-style-type: none"> Reviews and reports of relevant UBOS national surveys Annual sector 	
	% of vulnerable persons participating in decision making		
	% of PWDs in employment		
	% of vulnerable youth in employment		
	% of children in conflict with the law		

Narrative summary	Performance measurement	Means of verification	Assumption/Risk indicators
	% of human rights violation cases among the vulnerable groups reported to police	performance reports ▪ SDIP 2 evaluation reports	
Outputs			
3.1.1 Policies, laws, standards and guidelines on vulnerable and marginalised persons developed	No. of policies, guidelines, regulations, standards and laws on social protection developed and disseminated	▪ Annual sector performance reports ▪ SDIP 2 evaluation reports	
3.1.2 Capacity of vulnerable and marginalised persons developed	% of districts with support programmes for vulnerable groups	▪ Annual sector performance reports ▪ SDIP 2 evaluation reports	
	No. of vulnerable persons supported with vocational skills		
	No. of vulnerable persons trained in entrepreneurial skills		
	No. of skills development centres for youth and PWDs constructed, renovated and retooled		
	No. of most vulnerable individuals provided with social grants		
	No. of vulnerable and marginalized groups accessed with seed/start-up capital		
	No. of vulnerable children supported to access school and to complete prioritized levels of education		
	No. of vulnerable and marginalized persons accessing life skills education per year		
	No. of vulnerable children in institutions provided with food and non food services		
3.1.3 Vulnerable and marginalised persons access to rights increased	% of vulnerable children accessing legal aid and protection services	▪ Annual sector performance reports	
	No. of vulnerable persons rescued from risky/hazardous situations		

Narrative summary	Performance measurement	Means of verification	Assumption/Risk indicators
	No. of cases resolved by Equal Opportunities Commission	▪ SDIP 2 evaluation reports	
	No. of rehabilitative institutions for vulnerable groups constructed, renovated and retooled per year		
	% of cases of children in conflict with the law benefiting from diversion from formal justice system		
3.1.4 Social protection mechanisms strengthened	No. of policy makers, service providers and duty bearers trained in social protection	▪ Annual sector performance reports ▪ SDIP 2 evaluation reports	
	No. of policy makers, service providers and duty bearers trained in human rights based approach(HRBA)		
	No. of functional child protection committees in the LGs		
	No. Districts with mechanisms for monitoring, reporting and responding to incidents of violence against children		
3.1.5 Advocacy, networking and partnerships on social protection strengthened	No. of national/international events commemorated	Annual sector performance reports	
	No. and type of IEC materials developed and disseminated		
	No. of Reports on Regional and International Obligations (instruments) produced and presented	SDIP 2 evaluation reports	
	No of partnership and networking meetings held		
3.1.6 Quality assurance for programme implementation enhanced	No. of LGs provided with monitoring, technical support supervision and backstopping visits	Annual sector performance reports	
	% of service providers with the capacity to provide care and support to vulnerable and marginalized persons/groups	SDIP 2 evaluation reports	
3.1.7 Support to autonomous institutions for vulnerable persons strengthened	No. of Councils/commissions provided with financial support	Annual sector performance reports	
Gender equality and women’s empowerment SO 4. To promote gender equality and women’s empowerment in the			

Narrative summary	Performance measurement	Means of verification	Assumption/Risk indicators
development process			
Outcomes			
4.1 Gender equality and women empowerment enhanced	% of women participating in decision making at all levels (National and Local Governments) Proportion of women in the population living below the poverty line	Reviews and reports of relevant UBOS national surveys	
Outputs			
4.1.1 Women's economic empowerment increased	% women owning registered land No. of women initiatives promoted No. and categories of women trained in leadership skills and good governance No. of Women groups facilitated with grants No. of institutions (Autonomous Institutions e.g. NWC) supported with wage and non wage subventions	Reviews and reports of relevant UBOS national surveys Annual sector performance reports SDIP 2 evaluation reports	
4.1.2 Gender based violence reduced	% reduction in reported cases of GBV No. of GBV cases referred to law enforcement institutions No. of GBV survivors receiving psychosocial and Health care services (by sex) No. of Community and male action groups formed and supported to disseminate GBV information No. of CSOs, central and Local Governments staff trained on GBV prevention and response (staff by sex) Proportion of government sectors that have mainstreamed gender into their policies/plans No. of Sectors supported to undertake gender and equity budgeting No. of Policies, Guidelines, Standards, and Legislations reviewed and disseminated	Reviews and reports of relevant UBOS national surveys Annual sector performance reports SDIP 2 evaluation reports	
4.1.3 Advocacy, Networking and reporting on International Obligations Strengthened	No. of advocacy Materials developed and disseminated No. of National and International days	Annual sector performance reports	

Narrative summary	Performance measurement	Means of verification	Assumption/Risk indicators
	commemorated and celebrated	SDIP 2 evaluation reports	
	No. of Reports on Regional and International Obligations (instruments) produced and presented		
Administration and Institutional Development SO 5. To improve the performance of the Social development institutions in coordinating, implementing, monitoring and evaluating the SDIP 2 at all levels			
Outcomes			
5.1 Financial resource base to implement SDIP 2 at national and local government levels improved	% of the SDIP 2 budget funded (budget & off-budget)	Annual sector performance reports	
	% of the of the overall GoU resource envelope allocated to the sector	SDIP 2 evaluation reports	
Outputs			
5.1.1 Total funding from Government to implement SDIP 2 increased.	% of MTEF allocation to the SDS institutions	Annual sector performance reports SDIP 2 evaluation reports	
5.2 Total funds mobilized from development partners to implement SDIP 2	% of off- budget funding for the SDS institutions		
5.3 Capacity of SDS staff in resource mobilization strengthened	No. of SDS staff trained in writing proposals		
	% of SDS staff trained in proposal writing able write fundable proposals		
5.4 Physical resources for SDS Institutions acquired.	Existence of office space for SDS staff		
	No. of rehabilitated physical facilities		
	No. of newly constructed physical facilities		
	No. of equipment procured		
5.5 Capacity of the SDS staff to implement SDIP 2 at national and local government level strengthened	% achievement of planned strategic targets		
	No. of staff recruited		
5.6 SDS staff trained, facilitated and equipped to implement SDIP 2	No. of staff trained		

Narrative summary	Performance measurement	Means of verification	Assumption/Risk indicators
5.7. Capacity of the SDS to coordinate, implement, monitor and evaluate the SDIP 2 enhanced	No. of staff re-tooled		
	% of clients expressing satisfaction with services provided by the sector		
5.8 Functional M&E system	No. of M&E and statistical reports generated		
5.9 Functional SDS MIS (able to collect data; computerized storage, retrieval, analysis and generation of reports)	No. of M&E reports shared with stakeholders		
	Existence of a functional Statistics, Monitoring and Evaluation Unit		
	No. of sub-systems strengthened		
	No. of functional web based information systems		
5.10 Coordination mechanism among SDS actors strengthened	No. of new sub-systems developed	Annual sector performance reports	
	No. of staff trained to manage databases		
	No. of meetings held by the Sector Working Group (SWG) annually		
	No. of functional SDS annual feedback and networking fora		
5.11 Harmonized MIS on gender systems strengthened and replicated in all districts	Proportion of districts with functional gender MIS		
	No. of districts supervised and monitored on women activities		
	No. of districts provided equipment for the gender MIS		
	No. of district staff trained in management of the gender MIS	SDIP 2 evaluation reports	

Appendix 4: Estimated Resource Requirements for SDIP 2

177. Given the huge amount of work needed to make an impact in the social development sector, it is clearly evident that SDIP 2 will require substantial and sustainable financial support from different sources of funds. The Ministry will continue with its resource mobilization efforts by seeking off budget support. It is important that the resource mobilization drive is at the same time matched with a high sense of responsibility in utilising the funds.

178. The SDIP 2 will need a total of about 968,783,614,000 UGS for 5 years to run its programme activities and the institutional development during the five year plan period. Annual operational budgets will vary according to the level of activities and the changes in the operating environment in line with the budget framework. However, it is envisaged that there will be a 5% annual increment in the budget. The Table below provides a summary of resource requirements for implementing the SDIP 2 (2011/12 - 2015/16). The estimates are provided for each of the thematic area outlined in the plan.

Summary budget

Budget area	2011/12	2012/13	2013/14	2014/15	2015/16	Total
	UGS	UGS	UGS	UGS	UGS	UGS
Labour and employment						
Output 1.1: Labour Market Information System strengthened	6,000	201,600	156,000	70,000	30,000	463,600
Output 1.2: National Employment Policy Operationalized	1784,00	10,000	10,000	10,000	10,000	40000
Output 1.3: Employment Services Strengthened	4,171,325	165,925	165,925	165,925	165,925	4,835,025
Output 2.1 Labour offices established and operational	174,400	1,777,408	1,909,408	1,918,408	1,008,408	6,788,032
Output 2.2 policies, Legislation and Guidelines on Labour industrial Relations, Productivity and Occupational Safety and Health reviewed or Developed and Implemented	104,000	324,600	215,600	200,600	200,600	1,045,400
Output 2.3 Safety and Health at workplaces improved	2,426,240	551,840	539,840	527,840	521,840	4,567,600
Output 2.4: Labour & OSH Administration Institutions Strengthened	1,208,000	-	-	-	-	1,208,000
Output 2.5 Worst forms of Child Labour reduced	164,640	74,800	26,000	26,000	26,000	317,440
Output 2.6 Workplaces Inspections increased	198,600	198,600	198,600	198,600	198,600	993,000
Output 3.1: National Productivity programme developed	164,800	320,000	194,000	194,000	194,000	1,066,800
Output 3.2 Non-formal skills training programme developed	216,000	141,240	141,240	141,240	141,240	780,960
Output 3.4 Established enterprise start-ups business clinics to include graduate development programme	2,189,840	2,141,240	2,141,240	2,141,240	2,141,240	10,754,800
Sub-Total	11,023,845	5,907,253	5,697,853	5,593,853	4,637,853	32,860,657
Social protection						
Output 1: Youth and PWDs trained in various employable skills	519,800	1,083,800	1,446,600	1,764,000	2,036,800	6,851,000
Output 2: Skills development and transit centres for young people and PWDs established, rehabilitated and	999,000	1,963,000	1,349,000	1,049,000	525,000	5,885,000

Budget area	2011/12	2012/13	2013/14	2014/15	2015/16	Total
	UGS	UGS	UGS	UGS	UGS	UGS
equipped						
Output 3: Vulnerable and marginalized groups provided with start up capital for IGAs	4,291,120	4,366,100	4,460,300	4,539,500	4,682,300	22,339,320
Output 4: Vulnerable children provided with education	37,191,000	37,149,750	37,436,000	37,428,500	37,733,500	186,938,750
Output 5: Vulnerable and marginalized groups provided with life skills	95,820	252,320	375,070	450,070	450,070	1,623,350
Output 6: Most vulnerable households and individuals provided with social grants	20,135,672	42,376,150	50,622,240	42,965,612	21,876,000	177,975,674
Output 7: Capacity of service providers for vulnerable and marginalized built	25,243,823	4,658,806	4,690,657	4,206,192	4,061,600	42,861,078
Output 8: Vulnerable groups mobilized and sensitized on development issues	1,956,696	1,956,696	1,956,696	1,956,696	1,956,696	9,783,480
Output 9: Vulnerable and marginalized groups provided with legal and protection services	11,791,512	11,796,612	11,768,262	11,737,112	10,821,612	57,915,110
Output 10: Family and community protection systems for vulnerable and marginalized groups strengthened	2,640,400	2,690,400	2,765,400	2,765,400	2,765,400	13,627,000
Output 11: Vulnerable groups accessed with basic services	25,386,560	22,961,950	21,318,621	19,842,054	18,206,369	107,715,554
Output 12: Policies and laws for vulnerable groups reviewed and developed	2,302,061	1,860,170	1,094,027	402,561	332,750	5,991,569
Output 13: Advocacy and increased access to information by vulnerable groups	32,934,854	30,957,580	30,879,293	27,090,120	26,764,600	148,626,447
Output 14: Resources for implementation of vulnerable groups activities increased	52,000	30,000	30,000	52,000	30,000	194,000
Output 15: Coordination of vulnerable and marginalized group interventions strengthened	2,677,275	2,839,013	1,646,286	1,457,458	966,000	9,586,032
Sub-total	168,217,593	166,942,347	171,838,452	157,706,275	133,208,697	797,913,364
Community mobilization and empowerment						
Output 1.1 Increased access to clean environment among communities	23,600	23,600	23,600	23,600	23,600	118,000
Output 1.2 Home and village improvement guidelines	98,000	-	-	-	-	98,000
Output 1.3 Home and village improvement training manual developed	70,000	-	-	-	-	70,000
Output 1.4 Capacity of CDOs and PDCs built						
Output 1.5 New byelaws developed	3,000	-	-	-	-	3,000
Output 1.6 Annual National Citizenship Awareness Day gazetted and commemorated	45,900	45,900	45,900	45,900	45,900	229,500

Budget area	2011/12	2012/13	2013/14	2014/15	2015/16	Total
	UGS	UGS	UGS	UGS	UGS	UGS
Output 2.1 Communities able to access information and basic services	269,250	195,000	195,000	195,000	195,000	1,049,250
Output 3.1 Jobs created by cultural industries	9,800,950	9,792,410	9,792,410	9,792,410	9,792,410	48,970,590
3.2 Policies, laws and guidelines developed and reviewed	22,000	18,000	22,000	18,000	22,000	102,000
Output 3.3 Research on culture goods and services	56,800	56,800	56,800	56,800	56,800	284,000
Output 3.4 Communities sensitised on the contribution of culture to development	59,200	59,200	59,200	59,200	59,200	296,000
Output 4.1. Families accessing income generating activities	10,000	10,000	10,000	10,000	10,000	50,000
Output 4.2 Policies, laws and guidelines developed.	64,000	48,000	64,000	48,000	64,000	288,000
Output 4.3 Communities sensitised on the role of family for development.	58,000	58,000	58,000	58,000	58,000	290,000
Output 4.4. Trainings carried out	34,000	15,000	15,000	15,000	15,000	94,000
Output 4.1. Researches carried out	8,200	8,200	8,200	8,200	8,200	41,000
Sub-total	10,622,900	10,330,110	10,350,110	10,330,110	10,350,110	51,983,340
Community mobilization and empowerment						
1. Policies, laws and guidelines developed.	743,000	743,000	743,000	743,000	743,000	3,715,000
2. Advocacy, networking and partnerships on community mobilization and empowerment strengthened	992,900	992,900	992,900	992,900	992,900	4,964,500
3. Mobilized and empowered community groups	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
4. Community literacy and functional skills enhanced	2,272,000	2,272,000	2,272,000	2,272,000	2,272,000	11,360,000
5. Community access to information increased	1,395,000	1,395,000	1,395,000	1,395,000	1,395,000	6,975,000
6. Quality assurance for programme implementation enhanced	850,000	850,000	850,000	850,000	850,000	4,250,000
7. Support to semi autonomous institutions	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
Administration and Institutional Development						
Output 1.1 Total funding from Government to implement SDIP 2 enhanced.	139,000	264,000	61,000	61,000	61,000	586,000
Output 1.2 Total funding from development partners to implement SDIP 2 enhanced	421,000	401,000	399,000	399,000	399,000	2,019,000
Output 1.3 Physical resources for SDS Institutions acquired	2,600,000	2,290,000	25,600,000	220,000	635,000	31,345,000

Budget area	2011/12	2012/13	2013/14	2014/15	2015/16	Total
	UGS	UGS	UGS	UGS	UGS	UGS
Output 2.1 SDS staff trained, facilitated and equipped to implement SDIP 2	4,069,960	4,531,960	4,799,960	4,989,960	5,509,960	23,901,800
Output 3.1 Functional M&E system	277,500	240,000	394,000	160,000	424,000	1,495,500
3.2. Functional SDS MIS (able to collect data, computerised storage, retrieval, analysis and generation of reports	24,000	198,000	20,000	-	-	242,000
Output 3.3. Coordination among SDS actors strengthened	208,000	208,000	208,000	208,000	208,000	1,040,000
Output 3.4 Development and operationalization of all sector policies, plans and laws coordinated	32,000	24,000	16,000	24,000	16,000	112,000
Sub-total	7,771,460	8,156,960	31,497,960	6,061,960	7,252,960	60,741,300
Grand Total	200,551,021	196,661,529	224,792,246	185,510,698	161,268,120	968,783,614

Appendix 5: Resource Mobilization Strategies

- Raise awareness about SD concerns to increase commitment and responsiveness among stakeholders;
- Strengthen linkages and collaboration with other government programmes;
- Mainstreaming SD concerns in other essential sectors at national and local government levels;
- Strengthen strategic partnership with implementing CSOs and the private sector;
- Pursue strategic donor engagements
- Increase Resource Tracking to ensure effective utilization of the available resources

