



**INCREASING SALIENCE AND STRATEGIC ENGAGEMENT  
FOR WOMEN ECONOMIC EMPOWERMENT, WOMEN  
EMPOWERMENT COLLECTIVES, AND GENDER  
INTEGRATION IN UGANDA**

**Susan Namirembe Kavuma | Florence Kuteesa  
Emmanuel Keith Kisaame | Richard Ayesigwa  
Phoebe Atukunda | Philemon Okillong**

**ACODE Policy Research Paper Series No.108, 2022**

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Whereas the mentioned institution and persons made significant contribution to the study, the views expressed in this report are those of the authors.

# Acronyms and Abbreviations

ACODE	Advocates Coalition for Development and Environment
CBEG	Centre for Budget and Economic Governance
CBOs	Community Based Organisations
CEEWA-U	Council for Economic Empowerment for the Women of Africa - Uganda
CSBAG	Civil Society for Budget Advocacy Group
CSOs	Civil Society Organisations
DCDO	District Community Development Officer
DEC	District Executive Committee
DP	Development Partners
EAC	East African Community
EMIS	Education Management Information System
EOC	Equal Opportunities Commission
EPRC	Economic Policy Research Centre
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus Group Discussion
FOWODE	Forum for Women in Democracy
FY	Financial Year
GBV	Gender Based Violence
GI	Gender Integration
GOU	Government of Uganda
GRB	Gender-Responsive Budgeting
HMIS	Health Management Information System
IDRC	International Development Research Centre
KII	Key Informant Interview
LCV	Local Council Five
LED	Local Economic Development
LGs	Local Governments

MAAIF	Ministry of Agriculture, Animal Industry, and Fisheries
MDAs	Ministries Departments and Agencies
MFPED	Ministry of Finance and Economic Planning
MGLSD	Ministry of Gender, Labour and Social Development
MoES	Minister of Education and Sports
MoH	Ministry of Health
MoLG	Ministry of Local Government
MSMEs	Medium and Small Enterprises
MTIC	Ministry of Trade, Industry and Cooperatives
NDP	National Development Plan
NPGEIs	National Priority Gender Equality Indicators
NGO	Non-Government Organisation
NPA	National Planning Authority
NUSAF 3	Northern Uganda Social Action Fund III
NWC	National Women's Council
OECD	Economic Co-operation and Development
OPM	Office of the Prime Minister
OWC	Operation Wealth Creation
PDM	Parish Development Model
PEAP	Poverty Eradication Action Plans
PFMA	Public Finance Management Act
PROFIRA	Project of Financial Inclusion in Rural Areas
PWD	Persons With Disability
RDC	Resident District Commissioner
SACCO	Savings and Credit Cooperative Organization
SAGE	Social Assistance Grants for Empowerment Programme
SDGs	Sustainable Development Goals
SDIP	Social Development Sector Strategic Investment Plan
SMEs	Small and Medium Enterprises
UBOS	Uganda Bureau of Statistics

UGP	Uganda Gender Policy
UGX	Uganda Shillings
UMRA	Uganda Microfinance Regulatory Authority
UN	United Nations
UNDP	United Nations Development Programme
UNHS	Uganda National Household Survey
UNICEF	United Nations Children’s Fund
USD	United States Dollar
UWEP	Uganda Women Entrepreneurship Programme
VSLA	Village Savings and Loan Associations
WEC	Women Economic Collectives
WEE	Women Economic Empowerment
YLP	Youth Livelihood Programme

# Executive Summary

Women economic empowerment is a prerequisite for inclusive and equitable growth as it increases the participation of women in the economic development process and enhances women's access to economic opportunities. Women face several barriers to seizing economic opportunities that stem from either economic, political, or social exclusion. Consequently, several countries have devised several strategies to protect women's rights and support their economic advancement in various communities with varying degrees of success.<sup>1</sup> It is projected that without the equal inclusion of half of the world's talent, countries will not be able to deliver on the promise of the Fourth Industrial Revolution for all society, grow the economies for greater shared prosperity or even achieve the Sustainable Development Goals (SDGs) (Gap, 2020). The Global Gender Gap report 2020 noted that closing the gender gap will require both advanced and developing countries to create public-private collaborations for rapid acceleration to economic parity, focusing on increasing women's participation in the workforce, closing the pay gap between men and women and helping women advance into leadership roles and development of skills on demand.

Empowering women is one of the key aspirations of the Government of Uganda (GOU) as expounded in the National Development Planning frameworks (NDP I, NDP II and NDP III). Consequently, the GOU has implemented several initiatives, policies, laws and programs that directly and indirectly address gender disparities in the social, economic, and political livelihoods of women and men. These initiatives have enabled Uganda reduce gender gaps in education, political, and economic participation. There are many opportunities for persistently narrowing the gender gap albeit with persistent challenges, such as, gender-based violence, inequitable access to post-primary education, early marriages, teenage pregnancies, and exclusion from socio-economic opportunities. The Global Gender Gap Report (2020) noted that Uganda had regressed on all sub-indices, namely, political empowerment, economic participation and opportunity, and educational attainment. It is only in health where the country maintained the same score of 2018.

It is against this background that this study was commissioned by Nathan Associates with support from the Gates Foundation. Specifically, the study sought to: (i) map key stakeholders involved in promoting women economic empowerment initiatives at national and sub-national level; (ii)

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1 Policy Brief (2017). Boost Women's Economic Empowerment: Facts, Solutions, Case Studies and Calls to Action.

identify policy priorities that influence women empowerment in Uganda; (iii) document the gender responsive budgeting process highlighting the use of gender disaggregated data and the relevance and effectiveness of gender responsive budgeting mechanism and tools used in the issuance of the gender and equity compliance certificate; (iv) document the impact of women empowerment programmes on programme beneficiaries; and (v) develop a stakeholder engagement roadmap to advocate for improved design, implementation, and oversight or accountability of women economic empowerment initiatives.

## **Methodology**

This study employed qualitative research methods to collect and analyse secondary and primary data. The primary data was collected from key informants and programme beneficiaries at national and sub-national level using key informant interview and focus group discussion guides. The primary data was complemented with extensive document review of relevant literature. Data was analysed in themes drawn from the study objectives using Atlas.ti. A roadmap for engagement of stakeholders was drawn following five steps: i) identifying stakeholders involved in the promotion of gender equality in Uganda through WEE, WEC and GI programmes at national and sub-national level; ii) assessing and specifying the level of salience and interest of various stakeholders; iii) indicating the most effective engagement approach to engage the stakeholders; iv) Formulating strategic objectives for enhancing strategic engagement for WEE, WEC, and GI; and v) formulating the action plan to enhance strategic engagement for WEE, WEC, and GI.

## **Background**

Uganda is committed to promoting gender equality and has a favourable legal, policy and institutional framework to address gender inequalities. The Constitution of Uganda 1995, supported by other laws such as the Equal Opportunities Act 2007 and the Public Finance Management Act (PFMA) 2015, provide the legal framework for mainstreaming gender in development initiatives. The National Gender Policy 2007, complemented by the national Equal Opportunities Policy 2006, and the Local Economic Development Policy 2014, with the Uganda National Development Framework (Vision 2040 and National Development Plan III) that provide the policy framework for gender mainstreaming across government Ministries, Departments and Agencies (MDAs). Institutionally, the Ministry of Gender Labour and Social Development (MGLSD) provides the overall coordination of gender mainstreaming initiatives in the country, working closely with other agencies, MDAs, Local Governments, Equal Opportunities Commission (EOC), Parliament of Uganda, Civil Society Organisations

(CSOs), academia and development partners to promote sustainable and gender responsive development.

Since the drafting of the first National Gender Policy in 1997, Uganda has had clear commitment to addressing gender inequalities through the planning and budgeting process. For instance, the NDP III stipulates specific strategies to address barriers to women's participation in the development process. On the other hand, the PFMA (2015) requires all MDAs to address gender inequalities while budgeting. Any agency that does not comply with the guidelines provided in the Act is not issued with a gender and equity compliance certificate which is a prerequisite for any government MDA to receive budgetary allocations. A number of non-state actors have complemented government efforts and initiated various programmes aimed at addressing gender inequalities. These include: CARE International-Uganda, Kampala Capital Traders' Association (KACITA), United Nations Development Programme (UNDP), UN Women, Uganda Women Entrepreneurs Association Limited (UWEAL) and others profiled in Table 3 in the appendix.

To augment the efforts aimed at addressing gender inequalities in the country, the GOU has established several WEE programmes such as the Uganda Women Entrepreneurship Programme (UWEP), Youth Livelihood Programme (YLP), Social Assistance Grant for the Elderly (SAGE), Skilling Uganda programme, among others. Similarly, non-state actors have initiated numerous WEE programmes in various sectors especially, in education and training, financial inclusion, and creation of networks to empower women. Regarding WEC, Uganda has several farmer groups, cooperatives, Savings and Credit Cooperative Organisations (SACCOs), investment clubs, Village Savings and Loan Associations (VSLA) and self-help groups.

## **Findings**

### **Gaps in gender equality**

Despite the progress that Uganda has made towards achieving gender equality, gaps remain in the economic, political, and social inclusion of women in the development process. The gaps are apparent in the greater representation of women in subsistence agriculture and informal employment. Also, the limited access, use and control of productive resources such as land and credit. In the political sphere, Uganda has a relatively high representation of women in political leadership, however, the women's level of influence is not commensurate with their numbers. In the social sphere, Uganda has several avenues for affirmative action in education, health and social justice, however, various forms of gender inequalities persist.

On public expenditure, Uganda has neither delivered nor sustained significant impact on reducing gender inequalities in economic development. There are various reasons for this which include: (i) limited evidence on the gender inequalities and underlying causes which undermine the prioritization of gender outcomes and interventions; (ii) limited alignment of budgetary resource allocation to priority interventions needed to reduce gender issues; (iii) lack of systematic gender impact assessment or audits to elaborate the extent of enhancing gender equality in various sectors; and (iv) inadequate capacity for gender analysis of plans and budgets both at the national and sub-national levels.

### Mapping key stakeholders

The gender ecosystem in Uganda has numerous stakeholders among state and non-state actors both at the national and sub-national level. These stakeholders are involved in several WEE, WEC and GI programmes. A selection of 55 stakeholders has been profiled in this study, describing the WEE or WEC programme on which they operate and its gender focus. The study profiles most WEE programmes addressing economic inclusion barriers, followed by social and political inclusion barriers (see Table 3). The study has assessed the level of salience and interest of the profiled stakeholders in view of their roles in promoting women economic empowerment and specifying the type of engagement suitable for each stakeholder as illustrated in Table 2 in chapter 6.

### Opportunities and constraints for engagement for WEE, WEC, and GI

Opportunities for the engagement of WEE, WEC, and GI are provided for in the policy, legal, and institutional framework for gender mainstreaming in Uganda. To operationalize the policy and legal framework, the GOU and non-state actors have formulated and implemented several WEE and WEC programmes aimed at addressing gender inequalities in the country. Information from KIIs revealed that various stakeholders have embraced gender integration practices of incorporating gender issues in decision-making and accountability processes. Furthermore, the evidence from the interviews suggests that WEE programmes have been instrumental in improving economic empowerment of women in Uganda. The benefits are related to mindset change, improved self-esteem and competence in vocational skills and increased ability of women beneficiaries to exploit potential economic opportunities. Notwithstanding the positive developments in WEE, the benefits remain varied and challenged.

Regarding gender integration, most district administrators continued to show misconception of gender mainstreaming to mean efforts to deal



with women development issues. Women's participation in planning and budgeting was noticeable but their level of influence in decision-making was limited. Besides, there were deep-rooted cultural norms and attitudes towards women empowerment that were anti-developmental. Furthermore, women had limited knowledge and skills about entrepreneurship, especially, in remote rural areas. The respondents also voiced their concern over limited access to affordable and suitable financial support as a key bottleneck to starting or diversifying income sources.

### **Roadmap for effective engagement for WEE, WEC, and GI**

In view of the findings, the study delivers the roadmap for effective engagement of WEE, WEC, and GI to refocus strategies for women economic empowerment, reflecting on effective stakeholders' engagement and pursuing commitment to leverage the synergies for WEE in a systematic and coordinated manner. The roadmap emphasises engagement measures aimed at achieving the following results: (i) reaching-out to underserved women and communities to support access, use and benefit from existing economic opportunities and investments; (ii) women's sustainably and lucratively taking advantage of economic opportunities; and (iii) enhancing women's ability to influence decisions for WEE in LED, demand for conducive environments for WEE, and engaging in the oversight and accountability for greater impact on WEE.

Accordingly, the study presents a roadmap based on three guiding principles, goals, and actions to enhance scope and impact of WEE for the advancement of women and communities in Uganda in four priority areas. The guiding principles for engagement include inclusiveness, evidence based decision-making and effective collaboration among stakeholders to leverage the synergies at all levels of governance. The priority areas are the: i) promotion of easy access and use of gender disaggregated data for meaningful participation in decision-making, influencing WEE decisions to ensure women's exploitation of economic opportunities; ii) development of institutional coordination platforms for women and stakeholders to exploit the comparative advantage and synergies for sustained approaches to and outcomes from WEE initiatives; iii) building capacity of women to participate and influence decisions for WEE in local development women evaluating; and iv) women acquisition of knowledge, skills and information to facilitate exploitation of economic opportunities and adoption of modern, formal and value addition enterprises. The training and information exchanged would be conducted in the Empowerment Resource Centre established or strengthened within the selected community. Each of the focus areas had strategic objectives and action points as stated in the report.

# 1.0 Introduction

Poverty reduction has characterized development goals around the world and informed resource allocation among both governments and households since the 1990s. Economic empowerment of people living in poverty and those vulnerable to poverty has therefore been a major basis for programming in official development assistance directed towards Africa and the rest of the developing world. The Organization for Economic Co-operation and Development (OECD) defines economic empowerment as “the capacity of women and men to participate in, contribute to and benefit from growth processes in ways that recognize the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth” (OECD, 2011).

Economic empowerment of women in particular is a major pillar in enabling women enjoy the full spectrum of their rights. Women’s Economic Empowerment (WEE) is also considered essential in the attainment of development goals such as sustainable economic growth and poverty reduction (OECD, 2011; International Center for Research on Women (ICRW), 2011). This is because women make significant contributions in all labor markets and economies. Given the predominance of women in care giving roles – most of which go unrewarded/unpaid, the benefits of WEE transcend the individual women to their children (future generations), their households and communities (Andrews et al., 2021).

WEE is essential in improving livelihoods because poverty – in all its forms and other economic shocks disproportionately affect women, especially in Sub-Saharan Africa (McFerson, 2010). In the three-year period between 2020 and 2022, the spread of the COVID-19 pandemic has also further exacerbated economic inequalities observed across gender divides (Andrews et al., 2021). The containment measures put in place to combat the spread of the pandemic severely affected economic livelihoods, especially, for women in the non-agricultural enterprises in the informal sector and in Micro, Small and Medium Enterprises (MSMEs) which suffered the adverse effects of the COVID-19 related lockdowns. World Bank statistics indicate that women-owned enterprises make up 23% of MSMEs globally and account for 32% of the MSME finance gap. In Sub-Saharan Africa countries like Uganda, Women Economic Collectives have played a major part in closing this financing gap.

Economic empowerment of women takes up different forms – varying across contexts. A conceptual framework developed by the Gates Foundation (van Eerdewijk et al., 2017) suggests three key elements of women economic empowerment, namely: Agency, Resources, and Institutional structure. The

framework notes that agency is at the centre of empowerment and defines agency as women and girls' capacity to pursue their goals, free from the threat of violence and retribution. The framework suggests that agency has tenets such as: decision-making, leadership and collective action.

The dimension of resources refers to physical and non-physical resources such as women or girls' bodily integrity (health, safety, and security) and assets (financial and productive assets, knowledge and skills, time and social capital). On the other hand, institutional structures are social arrangements including formal and informal rules and practices that govern the process of women's agency and control over resources.

Over the last three decades, several interventions have been implemented by African governments and their development partners with the aim of advancing gender equality. The interventions have ranged from gender integration into budgets to targeted programming in areas such as access to credit. These interventions have had mixed results on gender equality. The Global Gender Gap Report (2020) notes an overall improvement in gender parity across the world albeit with slow progress in closing the gender gaps in political empowerment and economic participation. In Uganda's case however, the country has regressed on all sub-indices such as political empowerment, economic participation and opportunity as well as educational attainment. It is only in the health and survival index where the country maintained the same score (0.98 out of 1) similar to the previous assessment conducted in the year 2018.

Empowering women, therefore, remains one of the key aspirations of the Government of Uganda (GOU) as expounded in the three intervening National Development Planning frameworks (NDP I, NDP II and NDP III). Uganda has promoted gender mainstreaming in all sector plans and strategies to ensure Ministries, Departments and Agencies (MDAs) consider gender issues as cross cutting thus to be included in all their

### Box 1: Conceptual Definitions

- The concept of Women Economic Empowerment (WEE) refers to women's ability to enjoy their rights to control and benefit from resources, assets, income and their own time (Oxfam, 2017).
- Women Economic Collectives (WECs) refers to women groups that are formed to serve a shared purpose. WECs include but are not limited to self-help groups, SACCOs, VSLA among others.
- The United Nations Human Rights Office of the High Commissioner (OHCHR) defines gender mainstreaming as "the process of assessing the implications for women, men and people with diverse gender identities of any planned action—including legislation, policies or programs—in all areas and at all levels".

annual work-plans and budgets. Consequently, the GOU has implemented several initiatives, policies, laws and programs that directly and indirectly address gender disparities in the social, economic, and political livelihoods of women and men. These initiatives have enabled Uganda to reduce gender gaps in education, political participation, economic contribution and opportunities albeit with persistent challenges such as gender-based violence, inequitable access to post-primary education, early marriages, teenage pregnancies, and exclusion from socio-economic opportunities. These challenges threaten to erode the gains the country had made in pursuing gender parity.

Against this background, Nathan Associates with support from the Gates Foundation commissioned this study to assess the salience and strategic engagement for women economic empowerment, women empowerment collectives, and gender integration in Uganda. The overall aim of the study was the mapping of key stakeholders involved in promoting women economic empowerment initiatives, programs and projects at the national and sub-national level in Uganda. The gathered information is to inform the design of an engagement plan to further enhance women empowerment initiatives, programs and projects in Uganda.

Specifically, the study aimed at documenting the following information:

- i. Policy priorities that influence women empowerment in Uganda.
- ii. Relevant stakeholders involved in spearheading women empowerment initiatives in various capacities - outside the MGLSD both at national and sub-national levels.
- iii. Relevant stakeholders involved in the gender-responsive budgeting process.
- iv. Relevance and effectiveness of gender responsive budgeting mechanism and tools used in the issuance of the gender and equity compliance certificate.
- v. Impact of women empowerment programmes on programme beneficiaries.
- vi. Use of gender-disaggregated data in the stakeholder engagements with government MDAs in budgeting process at national and local government levels.
- vii. Gender mainstreaming activities at national and sub-national levels.
- viii. Government engagement of women in COVID-19 response measures and recommendations of areas for further integration.

- ix. Stakeholder engagement roadmap to advocate for improved design, implementation, and oversight or accountability of women economic empowerment initiatives.

## 2.0 Methodology

### 2.1 Scope

The study analyses the programmes: Women Economic Empowerment, and Women Economic Collectives for gender integration both at the national and sub-national levels. At the national level, apart from the coordinating institutions in the gender equality sphere, such as, the Ministry of Gender, Labour and Social Development (MGLSD), Ministry of Finance, Planning and Economic Development (MFPED), Equal Opportunities Commission (EOC), and the Office of the Prime Minister (OPM), the study considered programmes in four Sectors, namely: Education, Health, Agriculture, and Business Development Support. According to the NDP III, Education and Health belong to the Human Capital Development programme, Agriculture to Agro-industrialization, and Business Development Support to Private Sector Development (PSD). The sectors were selected based on the premise that they were instrumental in empowering women and have a high-level of economic engagements run by women.

At the sub-national, the study conducted interviews in 10 districts where ACODE under the Centre for Budget and Economic Governance (CBEG) has presence while maintaining regional representation. The selected districts included: Luwero, Wakiso, Mbarara, Kabarole, Masindi, Mbale, Kamuli, Gulu, Moroto and Arua.

### 2.2 Data collection methods

The study adopted qualitative research methods of data collection and analysis. Specifically, information was obtained from Key Informant Interviews (KIIs) at the national and sub-national level and focus group discussions (FGDs) at the sub-national level. The primary data was complemented with extensive document review to gain more insight in the trend in the gender equality between 2010 and 2020, as well as, identifying key stakeholders and their roles in promoting women economic empowerment in Uganda.

At the sub-national level, the study targeted key informants such as: i) political leaders - including: the Resident District Commissioner (RDC), District Chairperson (LCV), District Council Speaker and a Woman Councillor; ii) Technocrats – including the District Planner, Chief Administrative Officer (CAO) and the District Community Development Officer; iii) NGOs such as Community Based Organization involved in women economic empowerment initiatives; and iv) media houses. To obtain information on how beneficial women economic empowerment programmes are,

we conducted FGDs with women beneficiaries of various WEE or WEC programs in the respective districts.

At the national level, several KIs were conducted with relevant stakeholders drawn from institutions such as: MGLSD, EOC, MFPED, COVID-19 Scientific Advisory Committee, OPM, and Civil Society Organisations, such as CEEWA-U, IST and CSBAG.

The extensive document review involved reading documents highlighted in the reference list and an online search for institution reports on their websites that provided information on the women economic empowerment programmes that existed in the different institutions.

## 2.3 Data analysis

The notes from the KIs and FGDs were transcribed and coded in themes aligned to the objectives of the study and analysed in Atlas.ti. The data was used to write different sections of the report based on the study objectives. In order to map various stakeholders involved in the gender equality ecosystem in Uganda and to assess their level of salience and interest in WEE, WEC, and GI programmes, the study used a multi-step approach to formulate a roadmap for stakeholder engagement as follows:

**Step 1:** Identify the stakeholder involved in the promotion of gender equality in Uganda through WEE, WEC, or GI both at the national and sub-national level. The information was obtained from primary and secondary data. In this step, the objective was to identify institutions with programmes that have a gender focus. The institutions were grouped into seven major categories: i) Central Government, ii) Local Government, iii) Development Partners, iv) CSOs or CBOs, v) Financial Institutions, vi) Religious Organisations, vii) Cultural Institutions. The mapping exercise was multi-layered considering the national and sub-national level, as well as, state and non-state actors. A list of profiled stakeholders is provided in Table 2 in the appendix.

**Step 2:** Specify the level of salience (influence) and interest of the different stakeholders. Regarding level of salience, the study used four parameters to assess the level of salience of each stakeholder. These parameters included: i) involvement in gender responsive budgeting; ii) whether the stakeholder is considered a key influencer of WEE or WEC; iii) whether the stakeholder allocates own or public resources to WEE or WEC; and iv) whether the stakeholder is accountable for gender outcomes. The study used a binary score of yes or no for each of the parameters considered. Stakeholders that had only one yes out of the total of four were given a score of low, while stakeholders that had a total of 2 yes were given a score of moderate and those with 3 or 4 numbers of yes were given a high score as shown in Table 3 in Chapter 6. For the second dimension

of level of interest in women economic empowerment, we used a value judgement based on the institution's mandate to give a score based on a three-dimension score – low, moderate, and high.

**Step 3:** Indicate the most effective engagement approach that Gates can use to engage stakeholders such as: i) partnerships (collaboration of two or more partners to achieve common goals); ii) participation in programmes (engaged in tasks or activities of a WEE or WEC programme); iii) consultations (meeting with experts to gain more knowledge on an issue); and iv) communication (e.g. broadcast information to all stakeholders or target stakeholders through emails, letters, webcasts, podcasts, videos and leaflets or on webpages).

**Step 4:** Formulate strategic objectives for enhancing strategic engagement for WEE, WEC, and GI based on the identified gaps and opportunities as illustrated in matrix 1 in chapter 7.

**Step 5:** Formulate action points to enhance strategic engagement for WEE, WEC, and GI based on the strategic objectives as demonstrated in matrix 2 in Chapter 7.



## 3.0 Background

Government is committed to make gender responsive programs that aim at reducing gender gaps a priority in meeting economic rights or obligations, redistribute wealth and address the discrimination and poverty experienced by marginalized people. Uganda is a signatory to several international conventions and treaties that provide for gender and equity responsive development. These include: (i) The Global 2030 Agenda on 17 Strategic Development Goals (SDGs); (ii) UN Convention on the Rights of Persons with Disabilities (CRPD) in 2008; (iii) United Nations Declaration on Violence against Women (DEVAW, 1993); (iv) Convention on Elimination of All Forms of Discrimination against Women (CEDAW, 1985), and The Common Market for Eastern and Southern African (COMESA) Gender Policy - August 2016. In addition, Uganda as member to the East African Community, ratified the East African Community (EAC) Equity Act 2015 to advance gender equality and equity among the EAC Member States in the economic, political, socioeconomic, and cultural aspects; and the African Union Gender Strategy for period -2018-2027.

Accordingly, the government of Uganda has put in place the required legal, policy and institutional frameworks to accord equal status to women and men, and has adopted affirmative action, as deemed appropriate, to increase women's representation and participation in decision-making processes, specifically economic empowerment of women, including access to use and benefit from economic resources or entrepreneurship resources.

### 3.1 Legal and Regulatory framework

The Constitution of the Republic Uganda, 1995, provides the overarching regulatory framework for mainstreaming gender in development initiatives, as captured in the Articles in Box 3.1.

To enforce the gender mainstreaming obligations that are secured by the 1995 Constitution, GoU enacted several gender sensitive laws and regulations<sup>1</sup> to

#### Box 3.1: Constitutional Provisions for Gender Equality

- Article 32 (1) commits the State shall take affirmative action in favour of groups marginalized on the basis of gender, age, disability or any other reason created by history, tradition or custom, for the purpose of redressing imbalances which exist against them (3) established the Equal Opportunities Commission.
- Article 21(1) guarantees equality of all persons under the law in all spheres of political, social, and cultural life and the enjoyment of equal protection by the law in all aspects.

1 The 1995 Constitution, The Parliamentary Elections Statute of 1996; The Local

uphold women rights and economic aspirations, which include: (i) the Equal Opportunities Act, No. 2 of 2007, that gives effect to the State's constitutional mandate to eliminate discrimination and inequalities, and takes affirmative action in favour of marginalized groups; (ii) The Public Finance Management Act, 2015, that reinforces gender and equity compliance of the national, sector and local budgets, with measures taken to equalize opportunities for men, women, persons with disabilities and other marginalized groups,, (iii) Micro Finance Deposit-Taking Institutions Act, 2003, that provides rules for the micro-financing business in Uganda; (iv) and for the licensing and supervision of institutions providing micro-financing to micro, and; (v) Land Act that provides for the tenure, ownership and management of land, and ensuring protection of rights of women, children and persons with disability in customary land. At least one-third of the members of the land management committees and associations or groups are designated as women.

### 3.2 Policy and Strategic Framework

The policy environment is enshrined within the Constitution (1995) of Uganda and embraces gender equality and equity concerns through the National Gender Policy (2007). The National Gender Policy 2007, currently under review, provides the framework for promoting gender mainstreaming, including priorities in gender budgeting. It stipulates the principles and objectives for mainstreaming gender issues in the national development planning processes. In addition, the National Equal Opportunities Policy enacted in 2006 emphasizes promotion of equal opportunities by addressing all forms of discrimination based on gender, race, religion, and region. Furthermore, the Local Economic Development (LED) Policy, 2014 provides for Local Governments (LGs), the private sector and the community formed partnerships to mobilize, manage and invest resources effectively into economic ventures to stimulate development and growth of the locality. The LED is based on the principle of gender equity and equality as well as inclusiveness that is intended to reduce gender-based inequalities in investment and access to improve service delivery by the LGs.

In addition, Uganda's Vision 2040 foresees the state or nation becoming a middle-income country to be achieved through a series of five-year National Development Plans. The NDP III underscores measure to reduce gender inequality in the 18 priority programs for period 2020/21-

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Government Act ,Cap 243, The Universal Primary Education Act of 1997; The Building Control Act 2013, The Land Act of 1998; Equal Opportunities Commission Act 2007, Part 111, Section 14; The National Council for Disability Act (2003), The Persons with Disabilities Act (2006)

2024/2025. This framework is further substantiated by the medium-term Social Development Sector Strategic Investment Plan (SDIP), generated by MGLSD that elaborates national gender policy objectives, strategies and priority interventions required to reduce gender inequality in the development process.

Furthermore, GoU has made significant strides in mainstreaming gender in formulation, appraisal, implementation and monitoring of sector policies and strategic frameworks. The main thrust of the frameworks is to provide prerequisites for promoting gender equality in the sector policy objectives and opportunities to support or advance women's empowerment and economic advancement. The key frameworks include: (i) National Strategy for Girls' Education (NSGE) in Uganda (2014 – 2019); (ii) Water and Sanitation Gender Strategy (2018-2022); (iii) National Gender Strategy for Implementation of the National Land Policy (2019), (iv) National Financial Inclusion Strategy with a vision "All Ugandans have access to and use a broad range of quality and affordable financial services which help ensure their financial security"; (v) Strategy for Financial Literacy in Uganda (2019-2024) with the Vision: "Ugandans have the knowledge, skills and confidence to manage money well"; (vi) The National Agricultural Extension Strategy (NAES); (vii) Sector Development Plan for Justice Law and Order IV (2017-2020); (viii) Ministry of Health Strategic Plan (2020/21-2024/25) underscoring a gender-sensitive and responsive national health delivery system that should reduce vulnerability and gender inequality along the lifecycle of all Ugandans; (ix) the Medium and Small Enterprise (MSME) Policy (2015) that promotes gender equity, inclusiveness and environmentally friendly businesses for sustainable development and prescribes interventions to achieve this goal.

### **3.3 Institutional Roles and Coordination Framework**

Likewise, GoU has established a strong institutional co-ordination mechanism to mainstream gender into the policy formulation and implementation; public financing; statistical production, and to some extent, performance management systems. The mechanisms are anchored in a set of partnership principles, published as the "Partnership Principles" (GoU, 2011). The principles provide not only a foundation for a strong national ownership but also a transparent framework through which the GoU has always managed its engagement with its Development Partners (DPs) and other non-state actors in pursuing inclusive national development initiatives. In addition, progress has been made in the public sector where women have and continue to serve in important decision-making positions.

Key institutions include: Ministry of Gender, Labour and Social Development (MGLSD), serving as the national machinery, mandated to empower

communities to appreciate, access, participate in, manage and demand accountability in public and community-based initiatives and in particular, pursue sustainable and gender responsive development. MGLSD roles and responsibilities are summarised in Box 3.2.

The National Gender and Equity Budgeting Task Force is a government-led platform responsible for operationalization of the gender equity compliance provision in the Public Financial Management (PFM) Act, 2015 as elaborated in Chapter 5.

Line ministries and Local Governments – responsible for mainstreaming gender issue in their respective policies, plans and annual budgets, as well as, monitoring and reporting on the impact of public expenditure on reduction of gender inequality in the Sectors.

Equal Opportunities Commission (EOC) Act (2007), under section 14, mandates elimination of discrimination and inequalities against any individual or group of persons. The Act enforces the budgeting requirement for all state and non-state institutions

to comply with gender and equity provisions in planning and budgeting.

The Parliament of the Republic of Uganda has the mandate to debate, enact, and provide oversight over a gender and equity responsive National Budget as prescribed in PFM Act, 2015.

### **Box 3.2: Roles and Responsibilities for National Machinery for Gender and Equity**

- *Playing an advocacy role in fostering positive attitudinal and behavioural changes necessary for the establishment and maintenance of gender equity.*
- *Building capacity across the civil service for identification, analysis, and implementation of gender responsive policies and interventions.*
- *Providing of technical guidance and mentoring support aimed at mainstreaming gender into development planning, budgeting and accountability for public expenditure.*
- *Coordinating the collection, analysis and dissemination of gender-disaggregated data to influence gender responsive development planning, prioritisation, budgetary decisions, reporting and accountability of public expenditure.*
- *Spearheading and coordinating gender responsive development and ensuring improvement in the status of women.*
- *Establishing appropriate mechanisms for coordinating gender mainstreaming at the different levels*
- *Providing technical support on gender mainstreaming to sectors, institutions, local governments, civil society organizations and the private sector.*
- *Setting standards, developing gender guidelines, disseminating and monitoring their operationalization.*
- *Coordinating the monitoring and evaluating UGP and gender responsive development.*

Civil Society Organisations<sup>2</sup> sharing the vision of addressing the gender inequalities in development have remained instrumental in advocating for policies, measures and programs that address gender issues in the Sectors, enhancing gender access to social services (especially education and health) at the community level, and ensuring that all men and women benefit from the available economic opportunities and ultimately improve their economic skills and enterprises.

The academia has contributed to gender mainstreaming by training and graduating gender experts. Also, designing and delivering training programs on concepts and practices on gender and development, conducting gender disaggregated research on various issues of gender inequality. All activities are undertaken in close collaboration with MGLSD and MFPED.

Development Partners have provided substantial support aimed at putting in place the basics, like policies, laws, institutions, capacity building in gender competent human resource, as well as systems, tools and practices for promoting gender and equity responsive governance, decision making, and oversight in the development process.

### 3.4 Practices in Gender Mainstreaming

Gender and equity concerns have been mainstreamed within public sector management at both national and district levels. The decision making and oversight functions within Uganda's public sector are, to a large extent, participatory and consultative providing an opportunity for stakeholder engagement on gender concerns in the planning, policy and program formulation and implementation, monitoring and reporting, as well as, oversight and accountability.

The entry points include:

- Development planning that involves the formulation of medium-term strategic plans for the national, and sub-national governments for a medium-term period;
- Public Policy development is adopted to translate political vision or national priorities into gender sensitive programs and actions to deliver 'outcomes' tracked under the National Priority Gender Equality Indicators.
- Gender responsive budgetary decision-making that delivers budget program priorities that reflect gender priorities, spending decisions and resource allocations aimed at reducing gender inequality in all Sectors.

Government performance monitoring and reporting mechanisms are

<sup>2</sup> The NGOs have included the Civil Society Budget Advocacy Group, FOWODE, UWOPA, ACFODE and UWONET among others.

enshrined within the National Policy on Public Sector Monitoring and Evaluation Policy 2013. The practices include ex-post gender impact assessments which include: (i) Participatory Gender Assessments (PGA) of Sectors; (ii) Assessment of the Public Expenditure impact on gender inequalities; (iii) Gender Impact Audits conducted by the Auditor General as mandated by the National Audit Act 2018 Section 12, thus: “to conduct financial, value for money audits, and other audits such as gender and environment audits in respect of any project or activity involving public funds”; (v) Independent gender impact assessment of public policies and programs are undertaken by non-government agencies like CSOs and academia.

The assessments have been and remained very instrumental in providing evidence on the progress towards gender equality and advocating for the appropriate gender policy objectives, gender responsive interventions, and resource allocations. The existing stakeholder engagement in public sector management provides an opportunity for the non-state actors to participate, negotiate and influence decision-making at both the centre and local governments.

Accordingly, the non-state actors like the private sector and non-government agencies, undertake initiatives in form of gender disaggregated research, policy advocacy and influence, training and capacity building and accessing credit facilities as shown in Table 3 in the Appendix.<sup>3</sup> Such initiatives have been instrumental in enhancing multiple opportunities for: (i) deepening the understanding of gender inequality in economic engagements; (ii) leveraging the importance of an economically empowered women population in improving their livelihoods, households and social economic transformation of the communities; and (iii) building a stronger commitment among the communities, especially women, to exploit the existing and lucrative economic opportunities.

### **3.5 Women Economic Empowerment Programs in Uganda**

WEE is recognized as central both as process and outcome in realizing women’s economic rights and gender equality in economic development. Women’s economic empowerment includes women’s ability to participate equally in existing markets; their access to and control over productive resources, access to decent work, control over their own time, lives and bodies; and increased voice, agency and meaningful participation in economic decision-making at all levels from the household to international

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3 Page 90 - 121

institutions.<sup>4</sup> Henceforth with, the process should aim at not only enhancing women's skills, agency, access to and control over economic resources, and bargaining power for their rights but also removal of bottlenecks that prevent attainment of gender-equitable economic outcomes. Cognizant of the existing gender inequalities in exploiting the opportunities in the various economic sectors, NDP III underscores specific strategies to address the bottlenecks and reduce the gender inequalities. Likewise, Government and non-state actors have prioritized economic empowerment programs for enhancing women. The programs are categorized into two: generic women economic empowerment initiatives and women economic collectives.

### 3.5.1 Women Economic Empowerment Programs

The Government of Uganda has put in place seven major programmes to improve economic empowerment of women which are:

- a. Uganda Women Entrepreneurship Program (UWEP).
- b. Youth Livelihood Programme (YLP).
- c. Social Assistance Grants for Empowerment of Senior Citizens (SAGE).
- d. Skilling Programs targeting youth and women in special circumstances.
- e. Presidential Initiative of Skilling the Girl child.
- f. Operation for Wealth Creation; and
- g. Investment in infrastructure, especially, feeder roads and urban markets facilities that support women in pursuing economic engagements.

In addition to the above, the non-state stakeholders including CSOs and DPs, jointly working with central and local governments, have set up programs with varied objectives including the following:

- a. Increasing outreach of empowerment programmes in hard-to-reach areas.
- b. Building capacity (competence) in entrepreneurship development, access and use of ICT in entrepreneurship, and business management skills among economically active women.
- c. Providing technical support and mentoring for women entrepreneurs or groups in running their business, and management of their groups.
- d. Strengthening power agency of women in decision-making positions in either government, private sector or women groups to enhance their basic skill in analysis, negotiation, and influence.
- e. Supporting exchange and networking initiatives to learn from peers, access and exploit markets, and access agricultural advisory services, and credit facilities to secure affordable loans.

Further details of programs undertaken by both the state and non-state

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4 UNWOMEN – Facts and figures Economic Empowerment.



actors can be found in Table 3.<sup>5</sup> The details cover program objectives, scope of activities, and geographical coverage.

### 3.5.2 Women Economic Collectives in Uganda

Ugandan women often come together in different types of groups or associations to specifically offer each other support, nurture their livelihood, and leverage economic opportunities together. Formal and informal women's groups and collectives have a long history in community development. Group-based interventions have only recently become institutionalized and implemented at a big scale. The women's groups encompass a range of implementation models, including small collectives and larger federations of women. These groups have created resilience, often in the absence of other safety nets and fostered opportunities for women and their families. They have allowed the bonding (building solidarity between "people like us" and only helped people to get by; and serving as a bridging form of social capital (Titeca & Vervisch, 2021) and created social capital. Social capital refers to features of social life that include networks, norms, and trust, that enable participants to act together more effectively to pursue shared objectives.

To pursue an enhanced exploitation of this potential, government and non-state actors, largely funded by development partners, have adopted the WEC model to promote women's economic integration and self-employment. The flagship programs include: UWEP, YLP, Programme for Financial Inclusion in Rural Areas (PROFIRA), and the Northern Uganda Social Action Fund (NUSAF) which have supported women's collectivization and collective-based enterprises. Likewise, many non-state agencies including the private sector and civil society organizations, as shown in Table 3 in the Appendix,<sup>6</sup> undertaken several programs aimed at aiding women in establishing and enhancing scalability and sustainability of the WEC enterprises across occupations in agriculture, service and cottage industry. The support from government, private sector and CSOs have been varied and are summarized in Box 3.3

The subsequent section describes the top-most women economic collectives in Uganda in the order of their dominance.

**Farmer Groups:** When groups of farmers come together to leverage collective action to access services like agricultural advisory services, credit, and technical support. It is characterised by exchange of information, for representation and voice to members, pursuant of collective purchase of inputs and marketing of farm produce. The economic benefits from the sale of farm products are normally distributed to members after covering

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5 Page 90- 121.

6 Page 90- 121.



transaction costs. The female small-holder farmers are predominantly resource poor, and their participation in commercialized production is generally limited by various institutional, technical, and investment constraints. Farmer groups<sup>7</sup> have existed since the pre-colonial era as informal and seasonal self-help groups.

**Vendor Market Women Cooperatives:** These are coalitions and networks for women to work towards transforming their working conditions, strengthen their positions and to give themselves a platform to voice their constraints to policy makers and local authorities. The network provides an opportunity to address the plight of the invisible market women whose voice and power has been ignored and suffocated. Women can acquire a variety of relevant skills entrepreneurship, leadership, advocacy and negotiation and have access to credit facilities.

**Cooperative Society:** It is a business organisation or group of people who agree to voluntarily associate on the basis of equality for the promotion of their economic interests. They operate under the Cooperative Act, 1991. The most recent examples are **Savings and Credit Cooperative Organisation/Society (SACCOs)** which are voluntary associations where members regularly pool their savings, and subsequently obtain loans, which they use for different purposes. Generally, the idea behind establishment of SACCOs is to promote savings and make credits available to the members.

**Investment Clubs:** brings together a group of people with common business interests and ambitions. The aim is to pool funds together to the completion of the common goal in a far shorter time period than would be the case if each member acted individually. Investment clubs are organized as partnerships and members pool their money to invest in ventures they deem profitable (Mulira, 2016). They can be started for purposes of mobilizing and managing own savings, providing interest bearing loans to its members, offering a limited form of insurance to its members and sharing out member equity at least once a year in proportion to the savings.

**Cross Border Traders Association (NCBT) and Women Cross Border Trade Association (WCBTA):** This is a platform for cross border traders with a specified average operating capital. Membership fee for ordinary members is US10 for those who aspire to be leaders. They benefit from many services that include sensitisation on trader's rights, handling

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7 Presently farmer groups are important avenues through which farmers gain market access, credit, and other important agricultural information like on trending agriculture technologies. Farmer Groups range from Small-Holder Farmer Groups to National Farmers' Associations for providing extension services and agricultural inputs. Others include: commodity specific farmer organizations like Coffee Farmers Association, Uganda Seed Producers Association (USPA), Oilseed producers' organization (UOSPA), and Dairy Farmers' Association.

complex paper work, and channelling traders' concerns. Capacity building needs include effective advocacy skills, infrastructure and financial support, training in business skills, and about customs union laws.

**Village Loan and Savings Association (VSLA):** This is a self-selected group of people, who pool their money into a fund, from which members can borrow. The money is paid back with interest, causing the fund to grow. These saving and borrowing activities take place during a cycle of pre-determined length (typically 8 to 12 months), at the end of which the funds are distributed to members, in proportion to their total savings. Members are free to use the distributed lump sum as they wish, including reinvestment for another cycle.

**Faith Based Organisation:** A group of individuals united on the basis of religious or spiritual beliefs and their mission is based on social values of a particular faith, often drawing its activists (leadership, staff, volunteers) from a particular faith group. Examples: Uganda Muslim Women Association for Daawa and Development; Christian Women Association (CWA), Uganda Muslim Women Civilization Initiative (UMWCI), and Young Women's Christian Association (YWCA).

**Self-help or Social Support Groups:** Women in a given locality or community forming small groups that focus on providing food and help to families in exceptional circumstances, such as weddings and funerals.

## 4.0 Efforts to Promote Gender Equality in Uganda

Uganda has made significant strides towards achieving gender equality over the last three decades. Chapter four of the report delves into the key initiatives put in place to promote gender equality while analysing their effectiveness, identifying the gaps and highlighting some of the key entry points. The analysis is structured around four areas of inclusion, namely: economic inclusion, political inclusion, social inclusion, and engagement of women in the COVID-19 response.

### 4.1 Economic Inclusion

Economic inclusion is defined as “the gradual integration of individuals and households into broader economic and community development processes” (Andrews et al, 2021). The interaction of market forces of demand and supply does not always produce optimal distribution of resources for everyone in society. Those with limited resource endowments (the poor) often find themselves priced out of consuming even the basic necessities of life. Correcting these economic constraints faced by the poor is what economic inclusion is primarily about. Economic inclusion has three main pathways which are also essential for the economic empowerment of women, namely: Livelihoods and jobs, financial inclusion, and social safety nets (Andrews et al, 2021). These three dimensions of economic inclusion are broadly discussed in relation to WEE in Uganda in the subsequent sub-sections.

#### 4.1.1 Livelihoods and Jobs

This sub-section discusses labour participation of women in gainful/lucrative employment in Uganda and the associated dynamics. In particular, their participation in gainful employment and access to land, which is a major factor of production.

##### ***Labour Participation in Gainful /Lucrative Employment***

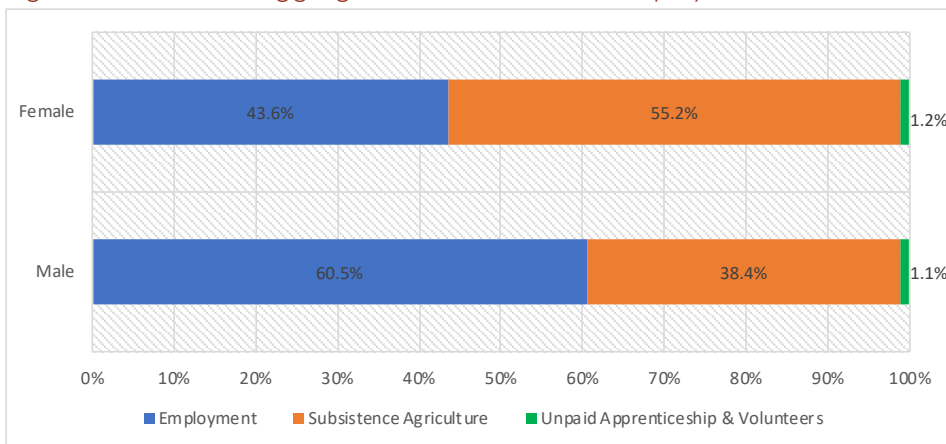
Government of Uganda has prioritized expanding and diversifying economic growth to create increased demand for labour in the last the period 1992 to 2022. Specifically, the previous and current NDPs have stressed the need to streamline and reform youth and women employment programs to help young Ugandans find employment. The NDP III, among other things, focuses on supporting SMEs to access export markets. It focuses on aiding the growth of small firms into medium to large enterprises, strengthening LED, and accelerating the transformation of agriculture from subsistence to commercial production, in particular, by connecting smallholders with

value-chains.

Uganda has registered impressive macroeconomic performance since 2010 with economic growth averaging 5.4%. However, this impressive growth has not been translated into enough gainful jobs. Growth in the working age population is outstripping economic growth. Currently, it is estimated that a total of 700,000 people enter the labor market every year of which only about 238,000 (34%) are absorbed. Data from the 2019/20 Uganda National Household Survey (UNHS) indicates that 52% of Uganda's population, estimated at 40.9 million, were of working age. Of these, 74% (15.9 Million) were employed.

The UNHS 2019/20 report further indicates that while there were more females (11.1 Mn) than males (10.2 Mn) in the working age population. The proportion of working males (78%) was higher than the working females (71%), indicating that Ugandan women experienced more unemployment than their male counterparts. Regarding the forms of employment, while majority of the males were in paid employment, majority of the females were in subsistence agriculture (See, Figure 1) which is often associated with very low farm incomes or no incomes at all in instances where the production is all for home consumption.

*Figure 1: Gender disaggregation of the forms of employment*



Source: Computations from the UNHS 2019/20

Since 2012, there has been a gradual shift in the employment paradigm of women due to reduced agricultural productivity and consequently reduced farm income. Female farmers that are struggling to meet their household needs due to the low farm incomes are increasingly resorting to alternative low paying casual jobs in the economy. Accordingly, the past decade has witnessed more girls and women joining the other sectors, including construction and embarking on formerly male - dominated jobs/fields

such as mining, painting, landscape gardening, carpentry, stone quarry. However, evidence from the construction industry, has shown that women continue to work in less risky jobs, offering little pay, that are more likely to be informal due to flexible hours of work (EPRC, 2018).

### **Government Interventions and their Effectiveness**

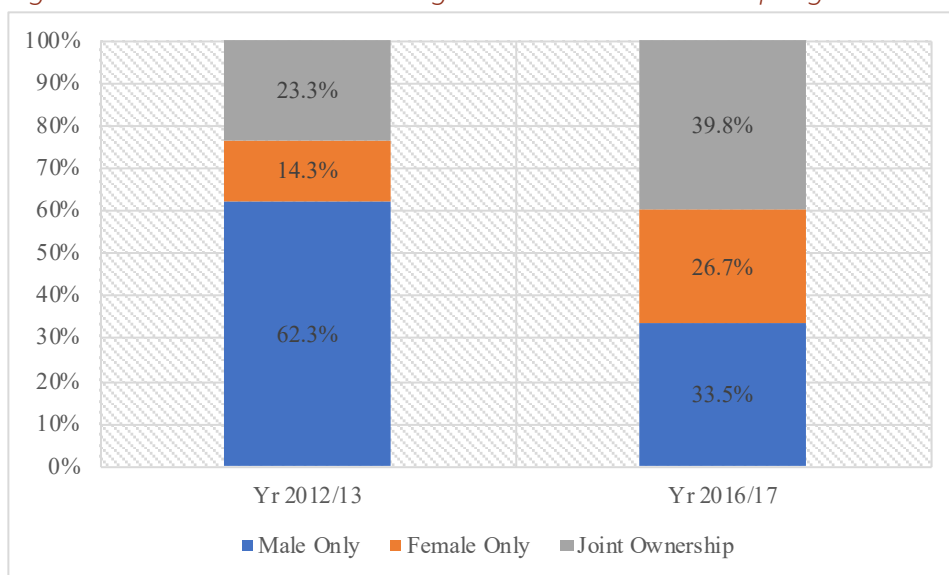
The main Government of Uganda interventions to economically empower women have been in the form of program interventions such as the Uganda Women Economic Programme (UWEP) instituted in 2016, the Youth Livelihood Fund (YLF) that was instituted in 2014 and the most recent Parish Development Model (PDM) that was instituted in 2021. UWEP is deliberately aimed at improving the social wellbeing of women around the country while the YLF and PDM are aimed at both men and women. In the PDM, the implementation guidelines provide that at least 30% of the beneficiaries in each district must be women.

The common thread amongst all these programs is that they are project-based and combine access to credit and skilling to improve income generation opportunities for the beneficiaries. The project-based nature of these programs has, however, been ineffective because they are only able to benefit a small proportion of the women in Uganda. In addition, many of the supported enterprises are agriculture based which due to limited modernization often limits women's transition from the low paying agricultural enterprises to the better paying jobs in the service and industry sectors.

### **Access to Land**

While women are mostly employed in subsistence agriculture, they often have limited access or decision-making rights on land which is the most significant factor for production in agriculture. This is mostly due to cultural factors that have historically limited girls from inheriting land. Data from UBOS indicates that the proportion of women solely owning agricultural land has gradually been increasing between the survey periods.

Figure 2: Gender Distribution of Agricultural Land Ownership Rights



Source: Computations based on UNHS 2016/17 data

The increased ownership of agricultural land by women contributes to a reduction in sexual and physical abuse and later an increase in quality of life (Kelkar, et al. 2015). Nonetheless, agricultural land ownership in Uganda remains male dominated despite evidence that it is the women, boys and girls who work the most on the farms.

GoU has made significant strides in enforcing the relevant policy and regulatory framework to enhance equitable access, use, and benefit from the land tenure system in Uganda. To enforce the Land Act (2010), Government of Uganda has enacted progressive laws on matrimonial property aimed at the protection of spouses. The laws have also provided for joint or spousal co-ownership of family land and the matrimonial home. In addition, the Succession Act Cap 162 was amended in 2021 to provide for the right to succession and inheritance of family land by women and children.

One of the other major milestones was the enactment of the Gender Strategy for National Land Policy Implementation in 2016, which aimed at redressing several facets of gender inequity and inequality related to: (i) inheritance and ownership of land in numerous land tenure systems; (ii) land security mechanisms; (iii) enhancement of the land rights of vulnerable people, including women and children, and (iv) protection against historical and cultural injustices and inequalities.

Nonetheless, there are continued land wrangles and threats on land rights

including arbitrary land evictions, especially, those affecting the youth and women. The lack of secure land tenure for many farmers is an impediment to efficient agricultural productivity because it limits investment in long term agricultural ventures.

However, the gender disparities in access, use, and control over land have remained a pertinent issue. Gender inequality in land does not only deteriorate peace and stability but also entrenches women's poverty, domestic violence, and exclusion. The gender structure of land rights in Uganda varies across the country but also remain highly unequal, with women's rights being less secure than those of men, which has major consequences for women economic empowerment. Evidence shows that, particularly for rural women, gender inequality on access to the key productive asset is a fundamental determinant of poverty and social disadvantage. Majority of women are largely unable to own or inherit land due to restrictive practices under customary land tenure.

Attempts to redress the discriminatory cultures, customs and practices in land ownership, occupation and use, and requiring spousal consent to transactions, have not been effective due to a failure in implementation and enforcement of the laws. UBOS (2019) provides three main reasons. First, available statistical data on women's land rights and the status of gender in land matters is confusing and unhelpful. Second, absence of sex-disaggregated data on land and ownership which hinders the development of effective policies and programs to redress gender inequalities in land ownership. Third, a limited access to remedies, information or decision-making processes and, generally a limited awareness of rights for both women and men. It is also common practice for land tenure rights to be recorded in the names of men, leaving women dependent on their male relatives for tenure security. Even where collective tenure rights can include women, the decision-making processes are dominated by men.

Promoting gender equity and equality in the governance of land tenure should ensure that women and men can participate equally in their relationships in utilization of land. This can be undertaken through both formal institutions and informal arrangements for land administration and management. Women and men have three mechanisms for obtaining rights to land: (1) through social and kinship relations at the local level, (2) the land market, or (3) from the state. These mechanisms are embedded in institutions that create, modify and influence land tenure systems namely; sociocultural institutions, state institutions, and the market economy. All the three institutions influence and interact with each other in determining the specific tenure relations of society. The functionality and effectiveness of these institutions are hinged on better understanding the gender

differences in land rights, uses, and priorities.

#### 4.1.2 Financial Inclusion (Access to Credit)

Financial inclusion is defined as access to and usage of quality, affordable and adequate financial services that help to ensure financial security and ultimately aiding self-employment, improving household consumption, supporting greater local economic activity, and reducing inequality.

The Uganda National Household Survey Report, 2019/2020, indicates that men had more access (ownership) to formal financial services than women. Overall, 12.5% of men owned a bank account compared to only 5.6% of their female counterparts. Of these, 62% of the women had used their accounts in the last 30 days compared to 68% among the men. Women were also more likely to be excluded from both formal and informal financial services. It was estimated that nearly half (47%) of the women had no access to either formal or informal financial services which was 4% higher than the national average of 43% (UBOS, 2020).

Significant initiatives had been undertaken by both state and non-state actors to support broad and inclusive access to formal financial services<sup>8</sup> (savings, formal credit, microfinance, informal credit and insurance products). Such initiatives included: (i) provision of legal, policy and institutional framework; (ii) GoU funded initiatives like credit programs, <sup>9</sup>social protection programs, Uganda Women Entrepreneurship Program and Youth Livelihood Program, designed to enhance access to non-formal finances and credit to the vulnerable persons like women, youth and disabled; and (iii) CSOs, PSIs and formal financial institutions<sup>10</sup> under their social corporate responsibility have played a significant role in accessing finances to the vulnerable.

#### 4.1.3 Social Safety Nets

Although Uganda has registered significant progress in reducing poverty, economic vulnerability has been rising steadily. Data from the UBOS indicates that poverty reduced<sup>11</sup> from 56.44% in the year 1993 to 20.3%

8 Uganda National Household Survey (2019/20) categorized sources or types of credit to include: (i) Formal - commercial and development banks plus microfinance institutions; (ii) Semi-Formal - NGOs and cooperatives; and (iii) Informal - comprise Land Lords, Employers, Local groups, relatives, friends and local money lenders.

9 Credit program since late 1980s included Rural Farmers Scheme (1987), the Poverty Alleviation Project (PAP), Programme for the Alleviation of Poverty and Social Costs of Adjustment (PAPSCA) and Entandikwa Credit Scheme.

10 More banks have now also started to link VSLA groups including Barclays Bank Uganda, Bank of Africa, Centenary Rural Development Bank, Post Bank Uganda Limited, and Opportunity Bank, all using different, innovative delivery channels. The advent of mobile technology offers the potential to link larger numbers of people and reduce overheads for providers.

11 While there was an increase in poverty from 19.7% in 2013 to 21.4% in 2017 the general trend over the last three decades has been a reducing one.



in the year 2020. However, Uganda's poverty line (1.25 Dollars as of 2020) is lower than the international poverty line of 1.9 dollars a day. Going by the international poverty line, therefore, 43% of Ugandans are considered poor (UBOS, 2021). The gains in poverty reduction have not been sustainable for many Ugandans who remain at risk of falling back into poverty.

Ssewanyana & Kasirye, 2012 indicates that in the period between 2005 and 2009, two of every three Ugandans that transitioned out of poverty, fell back into poverty. The country's Poverty Status Report (2014) further showed that 43% of Ugandans were vulnerable to poverty. Taken together with the poverty rate at the time of the report (19.7%), this meant that more than half (62.7%) of Ugandans were either poor or vulnerable to poverty.

Women, the most significantly represented gender in Uganda's story of poverty and economic vulnerability, is evident in data from the UBOS. The data indicates that poverty and vulnerability were more entrenched in female headed households across both the income and multi-dimensional poverty measures. Uganda's poverty status report (2014) particularly highlights gender inequality among the key drivers of poverty and vulnerability in the country.

Since the onset of the COVID-19 pandemic, economic vulnerability in Uganda has been worsened by the increasing economic hardships arising from to the COVID-19 containment measures. These economic hardships have affected Ugandan women excessively compared to their male counterparts (UNDP, 2020).

### ***Social Safety Interventions and their Effectiveness***

Since the early 1990s, government of Uganda has implemented many interventions geared towards providing social security for Ugandans. This sub-section focuses on Uganda's social protection interventions. Other interventions have been addressed in the preceding sub-sections of this section. Some of the major social safety interventions include the Northern Uganda Social Action Fund (NUSAF) and the Expanding Social Protection Programme (ESPP).

NUSAF which has been in place since 2002 recently concluded its third implementation phase which ran from 2015 to 2021. Implemented in 18 districts in Northern and Eastern Ugandan, NUSAF in its third phase aims at providing effective income support for building the resilience of its beneficiaries (poor and vulnerable households in Northern Uganda). NUSAF has been hailed for improving livelihoods of its beneficiaries – many of whom are women.

The ESPP has been executed since 2010 with the aim of reducing poverty through the establishment of a sustainable national social protection system.

The ESPP is currently concluding its second phase of implementation. The most popular aspect of the ESPP in its first and second phases has been the Social Assistance Grants for Empowerment (SAGE). The SAGE which up until fiscal year 2021/22 was predominantly funded by development partners, provides regular small income support grants to older persons.

In the ESPP's first phase, the SAGE was initially designed to also include Vulnerable Family Grant which had a strong gender equality component targeting widows and children. This component was however scrapped due to financial constraints. GoU is in the process of rolling out SAGE across the country and also lowering the age threshold to 60 years which would expand the number of beneficiaries including more elderly women. UBOS estimates that 5.4% of Uganda's population of 40.9 million people is elderly (60 years and above) with majority (56.4%) of them being female. Therefore, lowering the age threshold for SAGE is likely to benefit more elderly women.

The ESPP presents an opportunity for more salient engagement in the economic empowerment of elderly women. By definition, elderly women are past their economically productive and active ages which excludes them from most-if-not-all of the WEE programmes and initiatives. As GoU expands the SAGE coverage, the resource requirement has already been a cause for concern in the discussions around the fiscal year 2022/23 budget. There is therefore an opportunity to partner with GoU in expanding the coverage of SAGE.

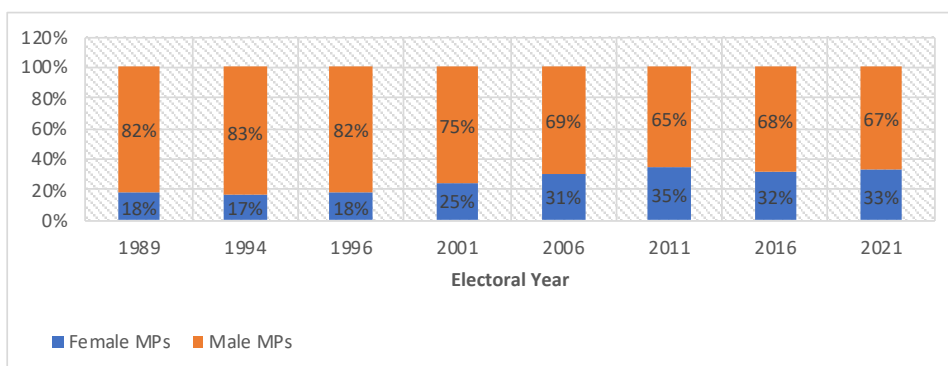
## 4.2 Political Inclusion

Political inclusion is a concept with a wide range of interpretation due to varying contexts and interpretations of democracy. Political inclusion is considered essential to the effective functioning of democracies. It has been defined (German Marshall Fund, 2019) as a process of “engaging all in the community in political processes, such as civic education, voting, running for office, and offering input to representatives as policies and legislation are developed, thereby creating a sense of agency and belonging”. In Uganda, the legal framework provides for universal suffrage which has enabled women to vote and also be elected into political offices.

Uganda's political sphere can be considered one of the most inclusive in Africa. This inclusiveness is mostly due to the legal provisions on the representation of special interest groups such as women, the youth, the elderly and PWDs in the country's legislative branches at national and sub-national level. Article 78(1)(b) of Uganda's Constitution provides for a woman member of parliament for every district in the country. In addition to the positions designated for women representation, women have over

the years contested with men for other seats in parliament and emerged victorious. Statistics from Uganda’s Electoral Commission indicate that a third of Uganda’s 11th Parliament (elected in February 2021) is comprised of women (177 women out of 529 members of parliament). It is worth noting that as the size of Uganda’s parliament has been growing every electoral year, the proportion of the female members has relatively been below one third, except in the recent elections of 2021.

*Figure 3: Gender Distribution of Uganda’s Parliament across Electoral Years*



Source: Nakaweesi-Kimbugwe, 2018 and Electoral Commission Statistics.

While the proportion of women in parliament points to male domination in Uganda’s top legislative body, political inclusion also ought to transcend numbers and consider the significance of the places held. Beyond representation, women occupy places of higher authority in Uganda’s politics in the current elective (2021 – 2026), notably, Vice President, Speaker of Parliament, Minister of Education, Minister of Health, Prime Minister (Head of Government Business), and two of her three Deputies are women. This elevates female voices in areas of major decision making in the country despite their limited numbers among the legislators.

#### 4.2.1 Gaps in the Political Inclusion of Women

Uganda boasts of a high level of inclusion of women in its national politics as indicated in sub-section 4.2. However, majority of the women occupy affirmative action seats. In the 11th Parliament (elective term 2021 - 2026), only 18 of the 177 female members of parliament were directly elected. The rest occupy affirmative action seats like representing women at district and other special interest groups. It is therefore logical to conclude that the affirmative action (in place since 1995) has not yielded significant empowerment of Ugandan women to favourably and successfully compete with their male counterparts in politics.

The high level of political inclusion of women is however not reflected at the

sub-national level. Statistics from Uganda's Electoral Commission indicate that only 5 out of the 146 district chairpersons are female. Among the city mayors, only one is female out of ten cities. Similarly, only 1 out of 31 municipalities has a female mayor.

Uganda's legal framework also provides for the establishment of the National Women's Councils, as well as, Women's Committees at sub-national levels. The Council is a statutory body mandated to unify women in Uganda and engage them in activities that are beneficial to them and ultimately, the nation. The structure of the Council comprises of representatives of women from across the regional and age groups including students.

However, while these platforms are in place, their level of activity and policy influence has been limited over the years. This has mostly been attributed to no resourcing at sub-national level.

#### **4.2.2 Barriers to the Political Inclusion of Women**

Uganda's politics has become acutely monetised which has had negative consequences for the inclusion of women in Uganda's politics. The Netherlands Institute for Multiparty Democracy indicates that Members of Parliament averagely spent UGX 465 million (about USD 136,084) during the 2016 primaries and general elections. The study also found that a female candidate standing for the District Woman Member of Parliament seat spent more (UGX 496.4 million) than their mainstream counterparts (UGX 458.2 million) which further suggests that many women are being priced out of political inclusion and participation.

In conclusion, political inclusion of women and placement of women in positions of power is a significant step in the quest for gender equality. However, there remains a significant room for improvement to reach the desired goal of NDP III. Legislatively, increasing representation of women and their placement in positions of power has not significantly improved gender sensitive legislation. The socioeconomic plight of the ordinary girl and woman in the country has not significantly been altered by the increasing levels of representation of women and their placement in places of power. The ordinary Ugandan girl and woman continues to be a victim of cultural barriers and countless forms of discrimination that could politically or legislatively be dealt with. In addition, the fact that the same senior women in politics have perpetually held onto the quotas provided for women to participate in politics has also hampered the diversity in the political inclusion of women in Uganda. These barriers notwithstanding, the level of political representation and placement of women in key areas of authority present a major platform/key entry point to building the discourse on the political inclusion of women in Uganda.

## 4.3 Social Inclusion

Social inclusion has been defined as “the process of improving the terms for individuals and groups to participate in development” (World Bank, 2013). Allocation of resources in any given society cannot only be left to market forces of demand and supply. The interaction of the market forces often price (exclude) vulnerable categories of individuals such as the women, children, and persons living with disability (PWDs) out of affording necessities. Developing country governments such as Uganda, along with their development partners therefore must make deliberate interventions to ensure that their socially vulnerable populations, such as women, can effectively participate in society.

Over the past decade, Uganda, has implemented several interventions geared towards ensuring women are socially included some of which are discussed in sub-section 4.1. In this sub-section, the social interventions are considered in the education, health and the Justice, Law and Order spheres.

### 4.3.1 Education

Uganda has undertaken several gender responsive strategies and initiatives aimed at improving the enrolment and retention of both girls and boys in education. The major initiatives are summarized in Box 4.3.1:

The implementation of the UPE Policy of free tuition at primary school education levels, has had two important effects on enrolments: (i) increased enrolment of children from poor households and eliminated the gender gap in terms of access to primary education, and (ii) increased enrolment was particularly beneficial for girls who saw a higher increase in enrolment relative to boys.

However, there is no major difference in literacy and

#### Box 4.3.1: Gender Responsive Strategies in Education

- Universal Primary Education (UPE) launched in 1997, and Universal Secondary Education (USE) 2007.
- The National Strategy for Girls Education (NSGE) was adopted as a master plan to foster gender parity in education focusing on the following areas: (i) A requirement that each family take 4[four] of their school children to school, two of which had to be girls; (ii) All female applicants to public Universities were awarded 1.5 bonus points to increase female University population in professional courses; (iii) Promotion of Girls' Education (PGE) to facilitate girl child retention and performance at the primary level of education; (iv) Equity in the Classroom (EIC) program to facilitate equal participation of girls and boys in the classroom; (v) Complementary Opportunity for Primary Education (COPE) targeting school dropouts including young mothers; and, (vi) Alternative Basic Education for Karamoja (ABEK) programs being implemented to cater for the marginalized.

numeracy between boys and girls in primary education. These challenges are exacerbated by among other contexts: weak school management; limited teacher capacity; absence of school feeding; limited parental/ community participation; low financing and poor assessment methods. The experience is not different from the experience with USE registering the lower levels of enrolment and a declining trend in net enrolment rates (NPA, 2020)

There are significant gender disparities within proportion of persons employed in occupations requiring technical and higher education qualifications. UBOS (2017) reveals that female enrolment in Technical and Vocational Training Institutions is almost half that of male students (female at 14,227 and male at 24,485). The share of male employees (production and other specialized managers) with a Bachelor's degree was 42.4% compared to that women workers (27.9%). Meanwhile 29% of these male workers had a Master's degree as compared to their female counterparts (13%).

The phrase 'affirmative action' in Uganda has, over the last three decades, become closely associated with an initiative to enhance university admission for girls. Any mention of the phrase immediately draws views on the initiatives for most adult Ugandans. The initiative, in place since 1991, provided an additional 1.5 points to all female students in their university admission qualification points. Development literature indicates that about two-thirds of the women that have benefited from the affirmative action would otherwise not have been admitted to university without the additional 1.5 points (Odaga, 2020).

However, the report also indicated that affirmative action had mainly (albeit inadvertently) benefited girls from wealthy backgrounds that attended particular school that were renowned for high levels of academic performance. It is also argued (Odaga, 2020) that gender inequality observed in tertiary admissions was a culmination of pre-entry barriers that female students faced in transition from basic education along with barriers in study fields/ course selection. It was noted that fewer girls from geographically disadvantaged districts were admitted to universities and about 50% of the women in public universities were admitted to humanities and social science (Odaga, 2020). These gaps present challenges that need to be addressed to improve the social inclusion outcomes for women in Uganda's education.

### 4.3.2 Health

Access to health services is essential in ensuring that Ugandan women are socially included. Government of Uganda has implemented several initiatives aimed at improving access to health services for women around

the country.

Currently, Government of Uganda along with its development partners is implementing the Reproductive, Maternal, Neonatal, Child, and Adolescent Health (RMNCAH) program which is aimed at ensuring women and adolescent girls receive the highest possible standards of health care in health facilities around the country.

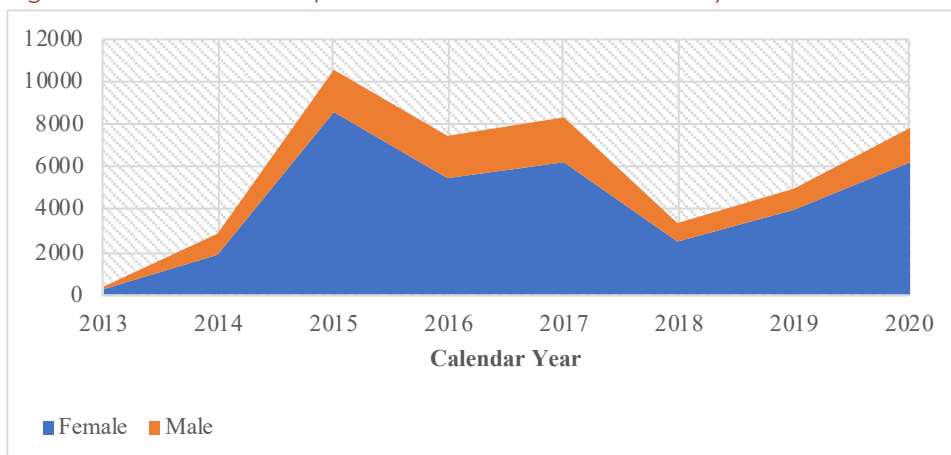
The major gaps in the Health Sectors' provision of high-quality care for women and girls mostly stem from the limited resources available to the Sector. Majority of the programs such as RMNCAH are funded by development partners through results-based financing. The development funded program are restricted to a specific period with the funding phasing out at project or program completion. These funding constraints are illustrated by the recent declaration from the USAID imploring Uganda to start planning to take over funding of health supplies that the USAID has been funding. The likely funding gap that might arise from such a move presents both challenges on Uganda's part and an opportunity to partner with other development partners to further improve the sustainability service delivery and attainment of the Sector outcomes.

#### 4.3.3 Justice, Law and Order

The Government through the Justice, Law and Order Sector (JLOS) fourth Sector Development Plan (SDPIV) is committed to ensure that people in Uganda live in a safe and just society; and specifically, the promotion of gender equality and equitable access to justice. Accordingly, the sector has prioritized the identification and addressing of gender inequalities focusing on the steeper barriers women face in accessing justice, countering the under-representation of women within the workforce in JLOS institutions and addressing the rise in crimes that specifically targets women and girls. The initiatives involve, among others, the strengthening of the collection, analysis, documentation and dissemination of information on gender issues and impacts on access to justice; and promoting networking and collaboration with other institutions (State and non-state) that promote gender equality in access to justice.

Access to justice is one of Uganda's main areas of improvement when it comes to the social inclusion of women. Women and girls continue to be the main victims of Gender-Based Violence (GBV) in the country in spite of several initiatives by the JLOS to eradicate GBV.

Figure 4: Trends in the reported cases of GBV across the years



Source: Computations from the National Gender Based Violence Database

Government of Uganda has put in place several initiatives to combat GBV along with other injustices endemically faced by women. In March 2021, Parliament amended the Succession Act (2000) to allow for wives to inherit 50% (up from 15%) of their deceased husbands' estates. The amendment was a major step towards gender equality. In the same period, Parliament also amended the Employment Act (2006) to establish provisions that protect women from workplace harassment of any kind. These initiatives are a culmination of several years of advocacy and offered hope for more gender sensitive legislation in the country. Key bills such as the Marriage and Divorce Bill which remain unresolved require greater advocacy efforts. These advocacy efforts are vital in the bid to improve social inclusion of women in Uganda.



## 5.0 Gender Responsive Budgeting in Uganda

Gender Responsive Budgeting is a systematic budgetary approach that encompasses several tools, procedures and techniques to mainstream gender equality principles into the budgetary process - from planning to reporting (Steccolini, 2019). It involves the allocation of resources in a manner that is equitably responsive to the interests and needs of both women and men (UNESCO, 2010). In the context of women economic empowerment, gender responsive budgeting initiatives are crucial in facilitating development by integrating gender into macroeconomic policy and national budgets (ILO, 2006). Integrating gender perspectives into resource allocation is crucial in building a more inclusive and equitable society (Kusambiza, 2013).

### 5.1 Evolution of Gender Responsive Budgeting in Uganda

Since the 1990s, Uganda's gender responsive budgeting initiatives have mostly been aimed at promoting gender equality and equity in resource allocation. Attaining equitable distribution of resources has been the country's overarching goal over the years. Several interventions and strategies have been undertaken by the government, civil society and the private sector to promote gender responsive budgeting. The initiatives have mostly been preceded by legal or policy changes. In the first instance, the Constitution of the Republic of Uganda (1995, as amended) provides a strong basis for gender equality by recognizing the equality between men and women in Uganda.

Consistent with the constitutional provisions on gender equality<sup>12</sup>, the enactment of the National Gender Policy in 1997 and its subsequent revision in 2007 made gender mainstreaming a salient attribute in Uganda's planning and policy frameworks. The National Gender Policy provides a comprehensive framework and guide to all development practitioners and policy makers at all levels of planning, and resource allocation (MoGLSD, 2007).

Since the early 2000s, gender has been mainstreamed in Uganda's planning and resource frameworks. Planning and resource allocation in the early 2000s was guided by the Poverty Eradication Action Plans (PEAP); also known as Poverty Reduction Strategy Papers (PRSP). The PEAP (FY 2004/05 – 2007/08) in building upon previous PEAPs recognized significant

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12 See Articles 20–26, 30–31, 40 and 50 of the Constitution of the Republic of Uganda.

gaps within gender mainstreaming in Uganda's resource allocation. The plan therefore sought to put in place "deliberate efforts to institute policy mechanisms for purposes of influencing the national development process, to consciously target and benefit both women and men".

The PEAP were therefore a blueprint for how gender is mainstreamed in Uganda's budget to make it responsive to the needs of both men and women. From then, gender has been considered a cross-cutting issue in the country's planning and resource allocation. In all Sectors, resource allocation (up to FY 2019/20) and programs (since 2020/21) have had to mainstream gender in all their planned activities.

In 2007, Government of Uganda approved the Comprehensive National Development Planning Framework (CNDPF) as Uganda's long-term strategic planning framework. This subsequently led to the adoption of the National Development Plans (NDP) and Uganda Vision 2040. The framework listed equity and gender equality as the first among the eight principles it was based upon. The NDP III (implementing the 3rd out of six) therefore prioritises gender and equity in its strategies.

The enactment of the Equal Opportunities Commission Act, 2007 by the parliament and the consequent establishment of the Equal Opportunities Commission (EOC) in July, 2010, marked a great stride towards achieving gender equality in Uganda. The EOC was instituted with a mandate to eliminate inequality and discrimination of any form/kind against individuals or groups. This mandate has enabled the commission to play an important role in building capacities on gender mainstreaming across government.

The enactment of the Public Finance Management Act of 2015 is perhaps the single most significant reform in Uganda's quest for gender equality in public resource allocation. Section 9(5) and (6a-6b) along with Section 13 (11) e (i) of the PFMA provide for the issuance of a Certificate of Gender and Equity. Issued by the Minister responsible for Finance in consultation with the Equal Opportunities Commission, the certificate certifies that the National Budget is gender responsive and that it had measures to equalize opportunities for men, women and other marginalized groups. This legal provision has since been a major requirement for budgets to be granted approval by parliament. It has further strengthened the responsiveness of Uganda's budgets to the needs of women and men in the country.

## **5.2 Key Actors in Uganda's Gender Responsive Budgeting**

The evolution of Gender Responsive Budgeting in Uganda has resulted into the emergence of several key actors across the years. Many of these actors have emerged based on the mandates established through the policy and

legal framework governing public financial management in the country over the years. Some of the key actors identified in Uganda’s gender responsive budgeting process are included in Table 1 that follows. While the list in Table 1 is not exhaustive, it reflects the key actors in Uganda’s gender responsive budgeting process. In listing these actors, consideration has been given to the critical nature of their involvement in decision making processes.

*Table 1: Key actors and their roles in Uganda’s Gender Responsive Budgeting Process*

Level of Government	Key Actor	Roles in Gender Responsive Budgeting
Central Government	National Planning Authority.	Develops the planning framework and annual budget strategy.
	Ministry of Finance, Planning and Economic Development	Develops budget guidelines and coordinates the budget process Undertakes the gender and equity certification of MDA budgets
	Equal Opportunities Commission	Undertakes the gender and equity assessment to inform the certification of MDA budgets. Undertake gender and equity certification with MoFPED
	Parliament of the Republic of Uganda.	Legislative approval of the budget. Oversight over the implementation of the budget
	Parliamentary Budget Office	Scrutiny of the budget to inform legislative approval and oversight over the budget
	Development Partners	Funding GRB interventions Policy advise to government
	Civil Society Organizations (e.g. ACODE, CSBAG, FOWODE, CEEWA etc.)	Policy research and advocacy over the budget.
Local Government	Chief Administrative Officers	Overseeing budget process in the dis-trict
	District / City / Municipality Executive Committee (comprising the top political and technical decision makers in the district)	Making key expenditure decisions in the district.

Level of Government	Key Actor	Roles in Gender Responsive Budgeting
	Planners	Coordinating the budget process and synthesizing the Local Government Budget.
	Departmental Heads (particularly the Community Development Officers)	Mainstreaming gender in the Local government budgets and expenditure.
	Local Council	Approval of Local Government Budgets.

### 5.3 Effectiveness of Gender Responsive Budgeting in promoting gender equality

The quest for gender equality has continued to elude Ugandans even in the face of gender responsive budgeting. As demonstrated in the preceding sub-section of this section, the country has an impressive policy and legal framework to support gender responsive budgeting. However, resource allocation has not necessarily yielded the intended results in gender equality due to several reasons. It has been noted that gender responsive budgeting is mostly pronounced at the formulation stage of the budget process (Mushemeza, Lukwago & Bogere, 2019). Once MDAs have acquired the legislative approval of their budgets, they seldom follow through with the gender and equity commitments made during the formulation stage of the budget.

Additionally, there is also inadequate access to gender disaggregated data to inform planning and resource allocation which has limited the ability to effectively deal with the gender inequalities at both national and local levels (Mushemeza, et al., 2019). This situation is further compounded by the inadequate capacity for gender analysis at both national and sub-national level which has limited the strategies to deal with the observed gender inequalities (Namirembe, Kuteesa, Bogere & Ayesigwa, 2019). These gaps are probed further in subsequent sub-sections.

#### 5.3.1 Effectiveness of the Gender and Equity Certification

Overall, the gender and equity certification of the MDA budgets prior to obtaining legislative approval has been a major incentive in ensuring gender and equity issues are mainstreamed in Uganda’s budgets. However, the absence of an enforcement mechanism has limited the effectiveness of the certification process. Simply put, there are no consequences for non-compliance during the implementation phase of the budget cycle which limits the effectiveness of the process.

Furthermore, the certification process also bears some inherent challenges.

First, the certification is based on mainstreaming both gender and equity issues in the MDA budgets. Thus, many MDA budgets have often been certified with a host of equity provisions but limited considerations on gender equality. As a result, the certification process has often yielded budgets that are more responsive to the equity needs such as issues of the elderly, persons living with disability, and other marginalized groups as opposed to tackling gender equality issues.

Finally, the certification process has also been constrained by limited availability of time which limits the scrutiny and turn-around time of the budgets that have been rejected by the assessment committee. While the legal framework provides for the assessment-based certification to be undertaken, the assessment period (usually November to January) is often not provided for in the budget calendar (Namirembe et al., 2019). This further constrains the effectiveness of the certification process.

Uganda runs a cash budgeting system where resources are budgeted based on revenue projections and expenditures are driven by available cash in the consolidated fund. Over the course of the fiscal year, budgets undergo revisions based on the revenues realized. It has often been noted in the budget performance reports that cross cutting issues such as gender are usually susceptible to budget cuts whenever there are shortfalls in the projected revenues. Therefore, in-year assessments are needed to ascertain whether the MDAs are following up on the gender and equity commitments made during the formulation and approval stages of the budget process.

### 5.3.2 Access and use of gender disaggregated data

Access to reliable and quality gender disaggregated data is considered a critical requirement in gender responsive budgeting (Mushemeza et al., 2019). Government of Uganda through the Uganda Bureau of Statistics launched the National Priority Gender Equality Indicators (NPGEIs) in 2016. The NPGEIs consist of 106 indicators categorised into six thematic areas of Economics, Education, Health, Leadership, and Political Participation, Human Rights and ICT. The NPGEIs are aimed at ensuring that there is a systematic way of measuring Uganda's progress in the attainment of gender equality (UBOS, 2016). However, six years since their adoption, there is a very limited level of awareness of the NPGEIs. Majority of the actors consulted during this study were not aware of the indicators and were therefore not utilising them – thereby limiting their effectiveness.

The availability of gender disaggregated data provides a clear understanding of the gender disparities/gaps and informs the design of appropriate interventions in the development plans and budgets. Consultations at subnational level revealed mixed results in access and use of gender disaggregated data. Many of LG actors indicated that they had access to

gender disaggregated data.

*We can have data disaggregated by sex. For example, under Education Management Information System (EMIS), we do statistical returns every year and the pupil enrolment is captured by class and sex. - Local Government Respondent in Mbale.*

*In all government programs, we have to use this data in planning and resource allocation. For example, UWEP, Emyooga, and Parish Development Model, all target women for economic empowerment. However, Emyooga also caters for men as well. Government also has policies that have to be complied with if the program is to see the light of day. In some programs, 30% of beneficiaries have to be women. To implement the PDM effectively, sex disaggregated data will be key because the guidelines make provisions that allow women to benefit. - Local Government Respondent in Arua.*

However, access and use of gender disaggregated data was also reported to be limited and constrained by poor systems, limited resources to facilitate data collection, as well as, limited capacity (skills) in collection and management of the data.

*Oohhh, I think the systems are not clearly defined. When I finished my university degree and joined sugarcane growers as a statistician, all departments and commercial units used to get data on weekly, monthly and some quarterly basis, this system is lacking in the Local Government. Actually, UBOS officials were here last week and they asked the same question, why are you not getting data? Secondly, even those who have access the data don't know its power...Then thirdly, let me say there is poor facilitation. - Local Government Respondent in Jinja.*

The poor nature of the data systems at sub-national levels limits the availability and uptake of gender disaggregated data in planning and resource allocation. While sub-programs like Education and Health have well established Management Information Systems to rely on for such data, the same cannot be said for other areas such as agriculture which employ most women in the rural parts of Uganda (Namirembe et al., 2019).

## **Conclusion**

Uganda has utilized gender responsive budgeting to make significant strides towards attaining gender equality. The country possesses a robust legal and policy framework which has been the basis for the gains made to ensure gender is mainstreamed in planning and resource allocation. However, the effectiveness of gender responsive budgeting is limited by the absence of consequences for non-compliance to the gender and equity considerations made during the formulation and approval stages of the

budget. The structure of gender and equity assessment has limited access and use of gender disaggregated data in areas such as agriculture that employ most women. Finally, there is limited awareness and use of the National Priority Gender Equality Indicators which are meant to provide clear guidance on the country's progress towards gender equality. Improving the use of the NPGEIs and gender disaggregated data as a whole will go a long way in improving the effectiveness of gender responsive budgeting in the country. This will, however, require deliberate investment in building data ecosystems at both national and sub-national levels.

## 6.0 Mapping Stakeholders in the Gender Equality Ecosystem in Uganda

The gender equality ecosystem has two major categories of stakeholders involved in promoting WEE initiatives in Uganda – the state and non-state actors. The state includes the national (Government MDAs) and sub-national actors (LGs). Specifically, the national government is involved in activities such as: i) formulating laws and regulations that govern the design and implementation of WEE/WEC programs; ii) formulating policies that guide program actors on the implementation of programs; iii) allocating resources (financial, human, and land) to the implementation of WEE/WEC programs; iv) implementing WEE/WEC programs at either national or sub-national level and v) monitoring and evaluating the implemented programs. For example, the GOU has formulated several laws and policies such as those that promote gender equality (Ssali, 2019)

The non-state actors such as NGOs that include: the donor community (DPs), CSOs, CBOs, cultural and religious organisations, and the private sector that includes: private sector umbrella organisations such as (KACITA), Uganda Small Scale Industry Association (USSIA), Uganda Manufacturers Association (UMA), Federation of Small and Medium Enterprises (FSMEs) and financial institutions are actively engaged in WEE and WEC programmes. Some of these institutions promote WEE and WEC activities as the core mandate of the organisation, while others are engaged in the activities as auxiliary corporate responsibility services, for example, financial institutions.

### 6.1 Profiling Key Stakeholders

The gender equality ecosystem in Uganda has numerous key stakeholders involved in gender integration or mainstreaming as well as the WEE and WEC programmes. A policy brief by IDRC that mapped the policy landscape for WEE in Uganda noted that there were more than 170 programmes in Uganda that addressed aspects of WEE with most of them focusing on economic inclusion. According to the policy brief, majority of the WEE programmes targeted financial inclusion followed by focus on property and assets; vocational and life skills acquisition; self-help groups, social and workplace protection; mobility and safety in public; legal rights for women; digital inclusion; polices to promote workplace equity and alleviation of unpaid care work.

This study profiled a few key stakeholders as shown in the matrix provided



in Table 2 in the appendix. The matrix shows that there are various actors at the national and sub-national level that are either state (government) or non-state actors (NGOs, the private sector and development partners). In Table 2, stakeholders are mapped from the viewpoint of institutions, highlighting the programme, the mandate of the institution and the gender focus of the programme.

As shown in Table 2, there are more stakeholders promoting economic inclusion than social or political inclusion. Similarly, in economic inclusion, there are more stakeholders involved in WEE programmes than WEC. The prevalence of more WEE than WEC programmes could be as a result of WEE programmes taking on a more formal approach than WEC and availability of more information on WEE programmes than WEC broadly.

Specifically, within economic inclusion programmes focus on several areas such as: i) financial inclusion which addresses issues related to financial literacy, provision of start-up capital, loans and savings; ii) capacity building which includes training in business, leadership, mentorship, gender mainstreaming and gender responsive budgeting; iii) inclusion of women in development programmes, for example Youth Livelihood Programme (YLP), Community Agricultural Infrastructure Improvement Programme Project 3 (CAIIP-3), Sustainable Inclusive Economic Development (SIED) among others.

In reference to social inclusion, programmes focus on i) promoting access to education opportunities; ii) access to essential health services on reproductive, maternal, new born, child and adolescent health services and iii) sensitizing women and girls on how to prevent gender based violence and violence against women and girls.

Regarding political inclusion, programmes focus on i) promoting the awareness of women's rights (e.g. economic rights, social justice and provisions on gender representation); ii) participation of women in leadership and decision-making processes and iii) promoting gender transformative governance.

Regarding gender mainstreaming, the Ministry of Gender, Labour and Social Development (MGLSD) has the responsibility of spearheading and coordinating gender responsive development. Furthermore, the MGLSD is the line ministry with the mandate of promoting gender equality in the country. The Ministry coordinates all gender mainstreaming activities through Gender Focal Point Persons in all Government Ministries, Departments and Agencies (MDAs), Sector Working groups and Local Governments. These stakeholders have the responsibility of integrating Uganda's Gender Policy (2007) in national development frameworks such

the National Development Plans to guide all levels of planning, resource allocation and programme implementation. It is important to note that gender mainstreaming is a cross-cutting issue affecting all Sectors and programmes in the NDP III.

As explained in the methodology, the study assesses the level of salience for each of the stakeholders and the results are presented in Table 3. Here, the institutions were scored on each of the four parameters measuring salience with a binary score of yes or no. An institution is given a yes, if they are involved in gender responsive budgeting, they are a key influencer of WEE or WEC programmes, allocate funds to WEE or WEC activities and is accountable for gender outcomes in any programme. The level of influence is gauged based on whether the institution is involved in policy-making process for women empowerment or has sizeable resources allocated to WEE or WEC programmes. Institutions that scored only one yes are considered to have a low level of salience, those that scored 2-3 yes are considered to have moderate level of salience and those with 3-4 yes are considered to have a high level of salience. Regarding the level of interest, a value judgement was made based on the institution's mandate and/or available WEE or WEC programmes.

Institutions that scored high on both level of salience and interest are key players and therefore require Gates Foundation to establish a partnership with them to work collaboratively on various WEE, WEC, and GI programmes as highlighted in chapter 8. In case of institutions with high and moderate levels of salience and interest respectively, Gates Foundation can design programmes where these kinds of stakeholders can participate to enrich the programmes. According to Annika (2019), these stakeholders are referred to as context setters because they are highly influential and can determine the success of a programme.

The next category of stakeholders is those that score moderately or low on level of salience but high on level of interest. According to Annika (2019) these stakeholders are referred to as subjects and although they are not currently influential, they can become influential in future if they form alliances with other influential stakeholders. Therefore, for such kinds of stakeholders, Gates Foundation can engage in consultations to inform programme design and implementation processes.

The last category of stakeholders who scored moderate or low on level of salience and interest are regarded as the crowd by Annika (2019). These stakeholders have some level of influence and interest which Gates Foundation can harness through engaging various communication strategies such as emails, letters, webcasts, podcasts, video, print media, leaflets, and on web pages.

Table 2: Salience – Interest Matrix

Stakeholder	Level of Salience					Level of Interest	Engagement Strategies
	Involvement in GRB	Key influencer of WEE/WEC	Allocates Funds to WEE/WEC	Accountable for gender outcomes	Score		
Central Government							
MGLSD	Y	Y	N	Y	High	High	Partnership
OPM	Y	Y	N	Y	High	Moderate	Participation
Parliament	Y	Y	N	Y	High	High	Partnership
MFPED	Y	Y	Y	Y	High	High	Partnership
EOC	Y	Y	N	Y	High	High	Partnership
Gender Focal Point Persons in MDAs	Y	N	N	Y	Moderate	High	Consultations
School of Women & Gender Studies – Makerere University	N	N	N	Y	Low	High	Consultations
MoES	Y	Y	N	Y	High	Moderate	Participation
MoH	Y	Y	N	Y	High	Moderate	Participation
UMRA	N	N	N	Y	Low	Moderate	Communicate
MAAIF	Y	Y	N	Y	High	Moderate	Participation
MTIC	Y	Y	N	Y	High	Moderate	Participation
NPA	Y	Y	N	Y	High	Moderate	Participation
MoLG	Y	Y	N	Y	High	Moderate	Participation
National Women's Council	N	N	N	Y	Low	High	Consultations
KACITA Women's League	N	N	N	Y	Low	High	Consultations
PSFU	N	N	N	Y	Low	Moderate	Communicate

Stakeholder	Level of Salience					Level of Interest	Engagement Strategies
	Involvement in GRB	Key influencer of WEE/WEC	Allocates Funds to WEE/WEC	Accountable for gender outcomes	Score		
National media Houses e.g. NTV, NBS etc.	N	Y	N	N	Low	Moderate	Communicate
Development Partners							
UNDP	N	Y	Y	Y	High	High	Partnership
USAID	N	Y	Y	Y	High	High	Partnership
UN Women	N	Y	Y	Y	High	High	Partnership
UNICEF	N	Y	Y	Y	High	High	Partnership
Irish Aid	N	Y	Y	Y	High	High	Partnership
FAO	N	N	Y	Y	Moderate	Moderate	Communicate
Invisible children	N	N	Y	Y	Moderate	Moderate	Communicate
Local Governments							
Gender Focal Person	Y	N	N	Y	Moderate	High	Consultations
Local media houses	N	Y	N	N	Low	Moderate	Communicate
Civil Society Organisations							
FOWODE	N	Y	N	Y	Moderate	High	Consultations
ACODE	N	Y	N	Y	Moderate	High	Consultations
BRAC	N	N	Y	Y	Low	High	Consultations
CSBAG	N	Y	N	Y	Moderate	High	Consultations
FIDA	N	N	N	Y	Low	High	Consultations
UWEAL	N	N	N	Y	Low	High	Consultations
CARE International	N	N	Y	Y	Moderate	High	Consultations
CEEWA - U	N	N	N	Y	Low	High	Consultations
UWESO	N	N	Y	Y	Moderate	High	Consultations

Stakeholder	Level of Salience					Level of Interest	Engagement Strategies
	Involvement in GRB	Key influencer of WEE/WEC	Allocates Funds to WEE/WEC	Accountable for gender outcomes	Score		
Plan international	N	N	Y	Y	Moderate	High	Consultations
UWONET	N	N	N	Y	Low	High	Consultations
ACFODE	N	N	N	Y	Low	High	Consultations
NAWOU	N	N	N	Y	Low	High	Consultations
NAWAD	N	N	N	Y	Low	High	Consultations
FAWE	N	N	N	Y	Low	High	Consultations
Financial Institutions							
Centenary Bank	N	N	Y	Y	Moderate	High	Consultations
DFCU Bank	N	N	Y	Y	Moderate	High	Consultations
FINCA Uganda	N	N	Y	Y	Moderate	High	Consultations
Finance Trust Bank	N	N	Y	Y	Moderate	High	Consultations
Post Bank Uganda	N	N	Y	Y	Moderate	High	Consultations
Equity Bank	N	N	Y	Y	Moderate	High	Consultations
BRAC Uganda	N	N	Y	Y	Moderate	High	Consultations
CARITAS Kampala	N	N	Y	Y	Moderate	High	Consultations
Religious Institutions							
Church of Uganda	N	N	Y	Y	Moderate	High	Consultations
Catholic Church – Uganda	N	N	Y	Y	Moderate	High	Consultations
Cultural Institutions							

Stakeholder	Level of Salience					Level of Interest	Engagement Strategies
	Involvement in GRB	Key influencer of WEE/WEC	Allocates Funds to WEE/WEC	Accountable for gender outcomes	Score		
Buganda Cultural and Development Foundation	N	N	Y	Y	Moderate	High	Consultations
Other Institutions							
MTN Uganda	N	N	Y	Y	Moderate	High	Consultations

## 7.0 Roadmap for Engagement of Stakeholders

This chapter summarises the opportunities and constraints for engagement for WEE, WEC, and GI, obtained from primary and secondary data. Based on the findings from this study, the chapter provides a roadmap for engagement for effective WEE and WEC programmes with objectives derived from the emerging WEE, WEC, and GI issues in the study.

### 7.1 Opportunities for Engagement for WEE, WEC, and GI

The section presents the opportunities for engaging women in their economic empowerment programs and influencing gender responsive policies and actions for sustainable and inclusive development in Uganda. It shares the impact of WEE programmes and examines the extent of mainstreaming gender in decision-making and accountability plus level of influence of women.

#### 7.1.1 Opportunities for Engagement for WEE, WEC, and GI

The opportunities for engagement for WEE, WEC, and GI are provided in the legal and policy framework. For instance, Uganda's constitution (1995)<sup>13</sup> provides the overarching legal and regulatory framework for integrating gender as a salient attribute in Uganda's planning and policy frameworks. In addition, the government has enacted various gender-responsive regulations and laws<sup>14</sup> to equalize opportunities for men, women, persons with disabilities and other marginalized groups.

On the policy front, Uganda's policy framework provides an enabling environment that promotes gender mainstreaming, including the prioritization of gender-responsive budgets. The enactment of the National Gender Policy (2007) provides the framework for promoting gender inclusiveness by emphasizing the principles and objectives for integrating gender concerns in the national development planning processes.

In addition, the enactment of the National Equal Opportunities Policy (2006) and the Equal Opportunities Commission Act (2007) by the parliament and the subsequent establishment of the Equal Opportunities Commission in July 2010 marked a remarkable stride toward the promotion of equal

13 See Articles 20–26, 30–31, 40 and 50 of the Constitution of the Republic of Uganda.

14 The 1995 Constitution, The Parliamentary Elections Statute of 1996; The Local Government Act, Cap 243, The Universal Primary Education Act of 1997; The Building Control Act 2013, The Land Act of 1998; Equal Opportunities Commission Act 2007, Part 111, Section 14; The National Council for Disability Act (2003), The Persons with Disabilities Act (2006)

opportunities by addressing all forms of discrimination and instituted measures to equalize opportunities for men, women and other marginalized groups

Furthermore, the enactment of the Public Finance Management Act (PFMA)<sup>15</sup> in 2015 strengthens gender and equity compliance of the local, sector and national budgets. This Act provides for the issuance of a Certificate of Gender and Equity to MDAs for compliance in ensuring that their respective budgets are gender and equity responsive. This legal provision has since been a key prerequisite for budgets before they are approved by the Parliament of Uganda.

The government has established an institutional coordination mechanism to mainstream gender equality principles into the planning, policy formulation, and resource allocation. The Ministry of Gender, Labour and Social Development (MGLSD) is the key coordination institution. The Parliament of the Republic of Uganda is mandated by the PFM Act (2015) to provide oversight over the gender and equity responsiveness of the national budget. All MDA's are responsible for integrating gender issues into their respective plans, policies and annual budgets and have gender focal persons to work on gender issues in the various government MDAs.

With regard to women economic empowerment, the government through several key line ministries and agencies<sup>16</sup> established programs to support women's groups and collectives. The key programs include The Uganda Women Entrepreneurship Programme (UWEP), Youth Livelihood Programme (YLP), Social Assistance Grants for Empowerment Programme (SAGE), Northern Uganda Social Action Fund (NUSAF III), the Project of Financial Inclusion in Rural Areas (PROFIRA), and the most recent Parish Development Model (PDM) instituted in 2021. These initiatives aim at improving women's access to financial services, equipping them with the skills for enterprise growth, and providing value addition for their products and services.

On the other hand, non-state actors such as the private sector<sup>17</sup> and Non-government Organizations including CSOs, CBOs, cultural and religious organizations have played a critical role in promoting women empowerment

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15 Section 9(5) and (6a-6b) along with Section 13 (11) e (i) of the PFM Act (2015).

16 The key MDA's include: Ministry of Gender Labour & Social Development (MGLSD), Office of the Prime Minister, The Ministry of Finance and Economic Planning (MoFPED), Uganda Microfinance Regulatory Authority, and Ministry of Local Government (MoLG).

17 The active private sector institutions include: Kampala Capital Traders' Association (KACITA), Uganda Small Scale Industry Association (USSIA), Uganda Manufacturers Association (UMA), Federation of Small and Medium Enterprises (FSMEs), and Private Sector foundation Uganda (PSFU).



through advocating for policies, and measures that address gender disparities in various sectors. They have established programs that bring women together for development purposes, and provide innovative female entrepreneurs with the requisite skills, business capital, and mentoring schemes.

In addition, development partners play a significant role in establishing policies, institutions, tools, and practices for enhancing gender and equity responsive governance and decision making. They also support several women empowerment programs and collectives by providing practical educational and mentoring programs, resources and tools that support female entrepreneurs.

Information from KIIs revealed that various stakeholders had embraced gender integration practices of incorporating gender issues in decision-making and accountability processes. The respondents from the target districts spelt out the existing gender mainstreaming practices and elaborated the achievements of pursuing WEE.

*...We always ensure that women take part in all processes of planning and budgeting. The budget conferences both at lower and district local governments are always attended to by women leaders for the same purpose, the technical team will scrutinise the budget proposals to ensure that the identified gender issues are incorporated before it is passed by Council.*  
**KII DCDO\_Moroto.**

*... In all projects undertaken by government, gender concerns must be addressed even at proposal level. We send to technical/ subject matter specialists to carry out assessment of gender concerns so that they are put into consideration and mitigation measures are put in place.*  
**KII\_RDC\_District.**

*...the gender budget working group at the sub-county level plus the CDO convene regularly to identify the gender issues and those gender issues are supposed to be incorporated in the work plans. Now, from the work plans we come up with budgets. So, the Development Plan, is supposed to include all those issues per chapter and it is the work of the CDO to ensure that all those issues are incorporated there.*  
**KII\_CAO Wakiso**

*... we have a gender focal person and a person in the community-based department whose major role is to help mainstream gender in the district activities.*  
**KII ACAO\_Jinja**

*... now it's mandatory and a guarantee that 3 quarters of the budget has to be gender responsive and indicate how to reduce the gender inequalities and promote WEE in the existing sectors.*  
**KII Commercial Officer\_Mbarara.**

We do what we call gender sensitive budgets. The Equal Opportunities Commission will not allow your budget to be passed unless if you have catered for gender issues and crossing cutting issues ... here when we are doing budgeting, we ensure that whatever funds that are being provided, in the department of gender, there must be an allocation for gender issues because they are the people who do gender mainstreaming. Actually they are the ones, who guide the technocrats in other departments on gender issues and when we are doing the budget, one of the things, we never forget is we provide money for women celebration day and we also provide money for African child celebrations and it's the mothers who are normally toiling with these children. Money for celebration days. **KII\_Planner\_Mbale.**

Target women in four department per fiscal year the particular focus goes to is the mandate of this department is to ensure that other departments have ensured that have taken up the concerns of gender and because of resources and other constraints. Every year we decided as a group of the district planning committee to focus on four departments that's health. **KII\_DCDO JINJA.**

There is a deliberate effort by the district administration to mainstream gender issues in every sector. For example, the district has a program of targeting girls in schools on retaining girls in school after school re-opening. We also have a program of awarding children who have passed with the highest grades in special interest groups. We support the retention of the girls in school by providing sanitation services like pads for girls. In the construction sector, the district recruits more women are employed as unskilled labourers than men; The district is also advocating for recruitment of young reproductive females and provision of safe corners or breast-feeding rooms (for this in the district). In addition, women have been trained many times and evaluated. **KII\_CAO\_Arua**

### 7.1.2 WEE Benefits and Prospects

Women Economic Empowerment (WEE) Programs have become popular and proved to be fundamental building blocks for enhancing the economic status of women - having a particularly strong effect on income, leadership, domestic decision making, production, violence and time use. Specifically, access to WECs is particularly important for the most disadvantaged and marginalised women in any given context, including unique circumstances and rural areas. For example, business groups, in both farming and non-farming sectors, are effective platforms to improve productivity and other constraints confronting women owned enterprises.

Evidence suggests that WEE program have been instrumental in improved

economic empowerment of women in Uganda at different levels: i) individual, ii) household and community. To further understand the impact of the initiatives, on the women beneficiaries, the study asked the respondents<sup>18</sup> to share the evidence on the impact. The interviewed beneficiaries cited a number of benefits of WEE programs related to issues such as improved mindset, confidence and competence of women beneficiaries; increased ability to exploit the existing or potential economic opportunities; positive development, including harmony within households; solidarity for social and financial support within the community; and economic advancement within the community. Below we provide excerpts on benefits of WEE programmes:

*The time we would waste gossiping or involved in unbecoming behaviour, is now spent working on our businesses whole heartedly and have been kept busy. I fully appreciate the change brought about by the programs. FGD\_RURAL \_Jinja District.*

*The empowerment programs have taught women to be more responsible in their homes. There is reduced cases of conflicts in homes now because women also get their side income and cover the gaps in case the husband is unable to provide for example school fees or other necessities in the home. FGD\_Urban\_Jinja District*

*Women have become more result oriented than men. There are tangible and visible results of efforts of women benefiting from government economic empowerment programs like Emyooga and even SACCO's and VSLA'S. Women pay school dues for the children and take care of homes. In education, there are more girls enrolled in infant classes than boys much as the story changes in the upper classes. KII\_Policy maker\_Arua District.*

*... Women used to fear going to banks to deposit their savings but because of saving in groups, individual women take their money by themselves in the bank so they are no longer timid as they used to shy going to the banks. As a group of women saving together, it helps us to access credit from these banks where we save our money for revolving fund. FGD\_RURAL in MBARARA.*

*Most of the houses in the village are being roofed by women with iron sheets, we have been sleeping in grass thatched houses because we had no money to do business. Women have earned respect from community members because of being clever.*

*R2: ... groups sell liquid soap to individuals and for functions, this is a source of income which was not there and the soap was not*

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18 Respondents represented women beneficiaries themselves, government officials, civil society organizations and media.

there in the community but now it is available at the door step.

R3: ... much as men have abandoned their role as heads of homes, women have taken over the role because of the economic empowerment programs. Since, we now have money which is ours and no one tell us what to do with it. We pay school fees for our children, eat better meals and men are now suffering from what to do. The men should start being productive members of the community.

R4: ... women can now get things on credit because tomorrow they will get the money from the profits of their business and pay. Women have earned the trust of community members can support community engagements.

R5:....., at times when the church or organisers have no money to buy soap, they run to the women for liquid soap on credit and payment will be done later. Women are now able to give credit and that means a lot in our community. **FGD RURAL ARUA.**

Meanwhile the discussants in rural community in Jinja district underscored the decline in prostitution in the community as a result of WEE.

*Our girls and women included perceived prostitution as a source of income that would help them get what to eat and source of solace for the married woman who suffered from GBV. These girls and women would always be arrested by the police. However, when they started doing some work, and realizing income and savings, there is evidence that level of prostitution and police arrest have gone down. We also evidence that demonstrate a positive trend - decline in admission of HIV infected patients; increase in people taking tests, reduction in infection rate and child pregnancy. **FGD\_RURAL \_Jinja.***

Specifically, WEC have the potential to reach more women and achieve greater impact on entrepreneurship and enhanced economic engagement of the communities with benefits cited to range from: (i) simplification of the registration process for the groups; (ii) gaining increased access to economic resources; (iii) greater access to inputs, technology, education, learning and financial services, (iv) building better social connections with those in their local context to (v) connections to input selling and product buying companies. Below are some excerpts from the interviews to demonstrate these benefits of WEE:

*... women now learnt about saving and it makes them very happy and they love it very much and they work hard to get what they can save on the day they meet for saving purposes. Now even our young kids have learned about saving they even ask you that mother, there is a saving group somewhere I would*

like also to save, they shared the other day and I admired so you give him and when he gets his share he will come and tell you that mother I got my share give me I need to buy something and I give you some since it's your money. You give the child and she becomes happy and if it's a girl will not again go to look for boys because she would have received the money that was saved so saving groups have taught even the young children to save. FGD\_RURAL\_Jinja.

VSLA helped our communities because we had challenges of domestic violence in homes... I come from Kagoma parish. Women had challenges in their homes because of financial reasons. For example, just lack of salt could cause fighting in a home because the man cannot provide. But now, with the VSLAs, woman can borrow money from these VSLAs and shop for the home and can get peace. She can borrow money from the group and pays fees for the child, reduce worries of her child not attending school, and thereafter looks for the money to repay. She also looks after herself as a woman and buy clothes for herself. We now realized that the daily demands of women from men cause a lot of unrest in the home but now fighting in homes has reduced. FGD\_RURAL\_Jinja.

**According to CARE- Uganda (Coninck, 2021):** The collectives have not only allowed the groups to earn income, but also helped change attitudes of young and prospecting women entrepreneurs, towards participating in economic activities. The number of individuals seeking to engage in economic activities has grown exponentially, creating an overwhelming demand for support from government and non-state actors... When women come together, they can collectively overcome some of the barriers and biases that hold them back, and help advance gender equality and rebuild more inclusive economies.

## 7.2 Constraints for Engagement for WEE, WEC, and GI

Notwithstanding the positive developments in WEE, the access and benefits remains varied and challenged. The study asked the respondents to share their views on the challenges that have constrained access to and benefits from WEE programs. The responses have been categorized into four areas: (i) mindset of women and their spouses about economic empowerment; (ii) inadequate knowledge about entrepreneurship and vocational competencies; (iii) limited access to affordable financial support; (iv) other disablers cited in the business environment and issues with design and implementation of Government funded WEE programs. The challenges were illustrated by the respondents as captured below:

With regard to gender integration most district administrations

continue to suffer from misconception of gender mainstreaming- being interpreted to refer to efforts that deal with women development issues. This has prevented adoption of a systematic and coordinated mechanism for gender integration into local economic development. The respondent from Mbale local administration demonstrated that ... people usually mistake a gender budget to be funds for women council. We have the funds for Youth Council, Women Council, PWDs Council and Older Persons Council. So when people see funds for women council, we tend to call it gender budget which is I think hiding heads in the sand. **KII\_DCDO\_Mbale.**

In reference to women's voices in decision-making and accountability, women constitute 80% participants in planning at lower levels but their level of influence is limited and their level of participation reduces at implementation and oversight. The following excerpts attest to the limited influence of women in decision-making:

Women are trusted and are on most development committees. We encourage Sub county CDOs to train women. Women are invited in planning and budgeting meetings right from the village level. Women participate in committee at village we have NGOs which focus on women. There are those that handle GBV issues especially in Kamira. OWEC allocates 10% to women. Even in special interest groups like disability and YLP we advocate for inclusion of women. **KII\_CAO\_District.**

When we are doing planning and budgeting as a district, it starts at the village level, parish level, sub county level and finally the district. At all these stages, women are encouraged to attend the meetings and make their voices heard. However, women are not there at the monitoring stage but during implementation they are involved since they are the beneficiaries of the programs. **KII\_Planner\_Arua.**

Most women in Arua district are illiterate and some do not have the capacity to demand to be involved in the design, implementation and oversight of WEE, WEC & GI's. **KII\_DCDO\_Arua.**

However, consultation and decision-making process for the district and WEE has become complex and problematic. The emerging practices are increasingly providing little room for women to voice their concerns. On the other hand, some opportunities (meetings) are never held nor realized denying women's engagement, especially, women at lower levels. Albeit, while many programs are initiated by the centre, women are encouraged to select their own programs.

... but there are some programs that come from the central

government level and we also just disseminate the information to the community. But as much as possible, we encourage that before a program is implemented; the beneficiaries should be able to decide how they feel about those programs and how they should benefit from the programs. Women are involved to some extent because they decide on what enterprise they want to engage in or what is good for them. **KII\_DCDO\_Gulu.**

...yes am a government employee but I have to be open, like in planning there is a guideline that we should do participatory planning. However, because of the budget cuts and lack of facilitation, this sub county chief, the sub county planner and the parish chiefs don't normally get time to go to a specific parish and village to do the needs assessment and get collective ideas. Worse still, now days, it would be difficult to mobilize the people for meetings. ... people have changed ... if you call a person, he or she needs to be paid for transport - that is the challenge. They need the facilitation and the next time you call them they shun your meetings and state, 'you people we have been telling you our problems, what have you done? Why waste our time?' There is that challenge which needs to be addressed as people have lost hope. **KII\_ Commercial Officer\_Mbarara.**

One critical challenge that prohibits access to and deters benefits from WEE initiatives is the deep-rooted cultural, traditional and stereotyped attitudes towards women empowerment. The challenges have manifested in the mindset of the women, and sometimes their spouses as illustrated below:

Mindset of many Ugandans, including women is oriented towards hand-outs which needs to change. Many do not think about tilling that land and may be putting up a garden. They are just waiting for TPO or government to bring the seeds. Then the question is - why can't she get a loan and may be buy land or even seeds, plant and after three months they are reaping and making money. Women are not always innovative - they want to be given and are fond of asking, what are you bringing for us? **KII\_CS0\_Mbarara.**

The patriarchal set up and power relations of our societies dictate the behaviour of women which manifests as submissive and ... Men usually feel threatened – in terms of their power and status when women are empowered economically. Likewise. Women also believe that if they have money, they cannot be undermined by men. Notwithstanding, many women testify and confess that whereas these programmes were given to them by the government as an affirmative platform, men go through underneath, to register NGOs, SACCOs and they get this money and it take for personal use. **KII\_CS0\_Mbale.**



Specifically, the spouses have not always provided the required support to solidify the engagement of the current and potential beneficiaries in WEE. Their interest has always been in securing cash for their selfish reasons. The concern has been shared as follows:

*By the time I benefited, the Emyooga program had not yet been introduced but he used to pester me to go borrow money, he could tell me “money is there go and bring”; and when I bring the money, he wants me to hand him hard cash. So that is what happened however me as a person, I have benefited from UWEP. FGD\_Urban\_Jinja.*

*... the men feel left out. For my case, he was able to help repair the bike however, when the boda resumed work he could take all the money and he could not show any thing for that money taken.....the fact that he helped repair the bike, got me someone to work I really felt obliged to let him be in charge ...but I ended up in a total loss. FGD\_Urban\_Jinja.*

*...in my opinion these men even if they don't perform to the expectation, you find them oppressing their ladies to perform to their expectations, because where a man fails, he also wants his lady to become a failure and in my opinion many men tend to be failures especially in the villages. They do not love themselves and consequently transfer anger to their spouses creating gender-based violence in the homes. KII\_RDC\_Mbarara.*

Furthermore, many women have limited knowledge and skills about entrepreneurship especially in rural or remote areas. Coupled with low literacy levels, that have faced challenges in adopting good business management practices resulting into inability to enjoy benefits from WEE engagements. The challenges are demonstrated shared by the responses below:

*... apart from the knowledge that members have, we have not yet got trainings from outside. They only oriented us about how we are supposed to manage UWEP funds but nothing like capacity building of any kind. Even when the Commercial officer from the district visited our group, he only got surprised about the same, but never organized any training for us. But we very much need financial and business management trainings. FGD-Rural-Luwero.*

*For people here in Karamoja, most of them are illiterate and do not have the skill required for businesses. For example, when they are supported with these moneys, most of them do not know how to start a business. Meanwhile, when a certain group is starting a business ..., they do not even have enough vocational competence about the trade. There is also lack of transparency*



in the management of the group and its businesses. In some cases, the chairperson of the group handles everything and the rest of the people are left idle or even runs a way with the money. In light of the capacity issues, most businesses, undertaken either as an individual or as a group, do not survive for long.

**KII\_Planner- Moroto.**

Most important, majority of respondents - both beneficiaries and implementers of the WEE programs - underscored the limited access to affordable and adequate financial support, as key bottleneck to starting or diversification of income sources. The responses indicate lack of access to financing opportunities offered by government and private sectors, and inability to make the best use of the credit for the betterment or expansion of their businesses.

*I am the chairperson of the Emyooga group called Bulusambu Yetana Group. We have applied for funding from a government program but have not yet been successful because the condition was if you saved 100,000 shillings, then you are given 300,000 shillings. So we kept wondering the significance of this money which defeated our understanding and as a result our morale declined.* **FGD-Rural-Mbale.**

*Programs like COCGE has given us an opportunity learn about economic empowerment but the challenge is putting in practice what we learnt in order to earn a living. We, in our newly created group of three, would like to raise some small money as capital to buy raw materials. But we have not been successful as yet and so we have not started. Our trainers have not given us support as a starting foundation. We are also unable to raise the funds because of other competing needs like school fees and some of us are still renting ... Every time you call a member asking her how much she raised, the response is always – “I have just spent it on other priorities”. As a result, we have not mobilized ourselves into a viable initiative... But we are grateful to God that we were trained, though we have not yet got support to push us further.* **FGD - Urban - Wakiso.**

A significant number of groups and or individual investment lamented that their investments proved to be small and not necessarily viable. The concerns as summarized below:

*However, we are faced with a challenge that after borrowing money from the group, it is always so hard to pay back because our investments are on a terribly small scale that we hardly get money to pay back. So that is the challenge we are faced with..... your colleagues trust you with money, and you honestly want to pay back because it is advantageous but the income level is very low. On that note, the source of income has become a challenge*

*for us. In addition, we got some money and we started up a project unfortunately the time we started it is when COVID-19 came, schools that we had anticipated to be our main market were closed and we made losses because the project collapsed.*

**FGD Urban- Jinja.**

The evidence also pointed to a number of other disablers manifesting in various forms in the existing business environment. The environment constitutes high rental fees for the premises, high interest rates on credit, and limited access to lucrative markets, which are referred to as disablers. The access to ICT infrastructure, like mobile phones and internet connectivity, is still low, especially, in rural areas making it difficult to adopt e-marketing. Consequently, many women entrepreneurs have resorted to conducting small size businesses and remain in the informal sector to avoid paying potential taxes - informal business which adversely, has affected their profitability and sustainability.

Similarly, despite growing interest and support in leveraging collective enterprise models to advance women's socio-economic empowerment, the available evidence on their functionality, sustainability, and impact of women collectives has been varied. More so, the evidence on collectives' impacts, is not only limited but also scanty. CARE International-Uganda underscores that the functionality and effectiveness of Ugandan women collectives has been problematic which is largely attributed lack of a balanced gender mix of collective members and leadership; constraints that cripple the potential success of the novel and fragile WECs. The constraints include lack of entrepreneurial skills, bargaining techniques, poor marketing, limited institutional capacity, most of which have been illustrated in the previous discussion.

Therefore, it has become evident that there is urgent need to collect and share evidence on the success stories related to sustainability, replicability and scalability of successful models of WEE initiatives including women economic collectives. The stakeholders should prioritize a systematic collection and dissemination of data and information on the principles and underlying practices that underpin successful WEE. The initiatives should aim at building better understanding of the following: (i) enablers and barriers faced in establishing, scaling and sustaining women's businesses, (ii) most appropriate context- based models for innovative and cost-effective economic potentials in the various sectors and contexts; and (iii) interface between WEE and their socio-economic empowerment.

For example, the recent impact evaluation of women collectives in India (3ie, 2019), stresses the importance to examine the critical enablers that include: (i) the ability of community mobilisers to gather women in groups;

(ii) quality and incentives of group facilitators, as well as the number of groups that facilitators manage; (iii) the composition and the level of social cohesion among members; (iv) competence among women to use savings and credit efficiently and effectively; as well as (v) the importance of a prevailing socio-economic environment that is conducive to individual growth and rights protection. The evidence should inform measures and programs needed to establish and sustain inclusive WECs that would promote address their unique needs in ways that are supportive, inclusive and ensure equal treatment and economic advancement

## Challenges

The respondents reported a number of challenges that hinder them from effectively integrating gender in the budget process such as: lack of sex disaggregated data, misalignment of the various tools used in the GRB process, strict timelines of different activities and the weak complementarity of the roles of the different institutions involved in the GRB process. In view of the challenges, the respondents expressed the need to sensitize MDAs on their GRB roles and train more gender analysis experts. The research team, in view of the findings from the study, recommends a change in institutional roles and framework, strengthening and alignment of the tools used in the GRB process, monitoring and documenting performance, collection and analysis of sex disaggregated data, increased funding and dissemination of information and capacity building. Overall, it is critical that beneficiaries of government programmes are documented segregated by gender to identify gender concerns and measure progress on addressing gender inequalities.

*Women are stakeholders and always have their representatives. The only challenge is that even if they come, out the 20 women who came in the gathering of 30 people 2 can be able to talk. (Laughs) I think this is a significant gap. We think that the empowerment is not only in terms of economic empowerment but also ability to share views and influence decision being undertaken. The reality is even if I have women representing 50 of participants in a meeting, I can't celebrate the gender responsiveness of a meeting because in most cases the women will not be able to influence the decisions. KII Planner Wakiso.*

## 7.3 Roadmap for Effective Engagement for WEE, WEC, and GI

The engagement roadmap is intended to guide the scope and intervention for stakeholder's<sup>19</sup> collaboration in supporting women's exploitation of

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19 Stake holders include local communities, state and local governments, non-state

existing economic opportunities and meaningfully participation in decision-making for gender and equity responsive local economic development. Specifically, the Roadmap provides an opportunity for all stakeholders (not just one institution) to refocus their strategies for women economic empowerment; reflect on effective engagement of the various forms of stakeholders, and pursue commitment to leverage the synergies for WEE in a systematic and coordinated manner.

Accordingly, the Roadmap underscores engagement measures aimed to achieve the following results : (i) reach out to underserved women and communities to support access, use, and benefit from existing economic opportunities and investment; (ii) sustained and lucrative women exploitation of economic opportunities; and (iii) enhanced women's ability to influence decisions for WEE in local economic development, demand for a conducive environment for WEE, and engage in the oversight and accountability for the greater impact on WEE.

Accordingly, the purpose of this Roadmap is to present guiding principles, goals, and actions to enhance scope and impact of WEE for the advancement of women and communities.

### **Guiding Principles**

**Inclusiveness:** Strategic engagement is premised on the understanding that all stakeholders - who can affect and are affected by the achievements of WEE - should be given the opportunity to comment and input into the decision-making, implementation and oversight of relevant policy decisions, funding and programs. The engagement should seek and facilitate the involvement of those potentially affected by or interested in WEE decisions; that affect them.

Reliable access to relevant and gender disaggregated data and information on exploitation of economic opportunities (evidence) needed to enhance awareness of existing economic opportunities. Stakeholders need to document and share evidence on economic opportunities, gender analysis of their exploitation, incentives and challenges on a regular basis. The regular updates on the evidence should highlight enablers and disablers to inform measures to sustain productive WEE. Transparency and access to information is essential to meaningful, deliberate and informed fair stakeholder participation in WEE.

Effective collaboration among stakeholders to leverage the comparative advantages and synergies at all levels needed to enhance not only increased outreach but also sustained benefits of WEE. As with any other business process, engagement for WEE should be transparent, interactive

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actors.

and systematic to allow inclusion in defining the problems and developing solutions and alternatives. The level of engagement varies by communities and issues that affect WEE and influenced by access to information, the skills and resources of the community members, degree and frequency of communication, and the nature of the action. Accordingly, a successful strategic engagement must demonstrate systematic collaborative arrangements, such as effective execution of agreed upon roles and responsibilities by stakeholders as well as interactions and meetings that foster transparency and accountability for WEE initiatives.

### **Priority Focus Areas**

The roadmap is intended to serve as a working document that should guide on priority focus areas and specific actions that can be adopted, refined or customized by stakeholder to pursue effective WEE. In addition, the Map provides a platform for stakeholders to benchmark the WEE experiences in various communities and reflect on a few concerns that relate to the following: (i) certain best practices that should be scaled-up; (ii) specific components or elements or practices that should be evaluated; (iii) additional areas that should receive attention; (iv) best mechanisms to effectively foster strategic engagement for WEE. The current evidence underscores four main focus areas as spelt out in Matrix 1:

**Priority Focus Area 1:** Promotion of easy access and use of gender disaggregated data for meaningful participation in decision-making, influence WEE decisions to ensure women's exploitation of economic opportunities.

**Priority Focus Area 2:** Development of institutional coordination platforms for women and stakeholders to exploit the comparative advantage and synergies for a sustained approach to and outcomes from WEE initiatives.

**Priority Focus Area 3:** Building capacity of women to participate and influence decisions for WEE in local development women evaluating

**Priority Focus Area 4:** Women acquisition of knowledge, skills and information to facilitate exploitation of economic opportunities and adoption of modern, formal and value addition enterprises. The training and information exchange would be offered by Empowerment Resource Centre established or strengthened within a select community.

### **Specific Objectives and Actions**

Matrix 2 shows the specific objectives under each priority focus area and the actions that should be undertaken to pursue the outputs or results as stipulated in Matrix 1.

#### **Priority Focus Area 1:**

Promotion of easy access and use of gender disaggregated data for meaningful participation in decision-making and influence WEE decisions to ensure women's exploitation of economic opportunities under LED

**Objective i:** To establish a resource or information system for WEE at a sub-county level.

Actions:

- Undertaking a Mapping exercise to determine the existing and potential investments and economic opportunities, including enablers and disablers for exploitation.
- Design and implement simple measures to support routine collection of data and information on scope of economic engagements by women and men.
- Regular data collection and updates on the WEE and WEC programmes

**Objective ii:** Enhance awareness and use of NPGEIs among relevant policy makers, practitioners, WEE programme developers and implementers.

Actions:

- Production of an abridged Version of NPGEIs for use at LLG.
- Translation of the abridged version of NPGEIs in key local languages (7).
- Organize sensitisation workshops for stakeholders: mainly citizens, CSOs, media.

## **Priority Focus Area 2**

Building capacity of women and other stakeholders to participate and influence decisions for WEE in decision-making for local economic development.

**Objective 2.1:** Enhance the participation and influence of women in LED, WEE, and WEC activities.

Actions:

- Undertake a capacity needs assessment for all women in decision-making positions in selected districts and LLG.
- Design a capacity building program targeted at various capacity and levels of LLGs in selected districts.
- Conduct training and provide mentoring services as deemed appropriate.

**Objective 2.2:** Reduce the prevalence of gender-based violence driven by resource inequities in poor communities.

Actions:

- Design various platforms that can be used to enhance awareness of GBV such as meeting, talk shows, websites, and pamphlets.
- Production and publication of pamphlets in select languages in select sub-national (most affected areas.)
- Undertake meeting (e.g. radio and TV talk shows) to encourage men and women to share experience on women's access to and benefit from economic opportunities and productive resource.

**Objective 2.3:** Enhance awareness among women and men on the rights to productive assets (e.g. land and credit) and how women rights to these resources can be enhanced.

Actions:

- Design sensitisation programs for different platforms e.g. media.
- Undertake the sensitisation programs.

**Objective 2.4:** Strengthen the capacity of stakeholders involved in gender responsive budgeting to effectively integrate and assess gender issues in national and local government budgets.

Actions

- Design training and mentoring tailored to meet the needs of different stakeholders in budgetary decision-making process.<sup>20</sup>
- Undertake the training and mentoring programs aligned with the existing budgeting process at national and sub-national level.

### **Priority Focus Area 3:**

Development of institutional coordination platforms for women and stakeholders to inform better alignment WEE's concerns within local economic development.

**Objective 3.1:** Promote partnerships between state and non-state actors at all levels ensure a coordinated and collaborative initiatives to promote WEE, WEC, and GI.

Actions:

- Review relevance and effectiveness of existing mechanism for coordination of WEE and WEC at all levels of government and make recommendation to enhance the functionality and deliverables.

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<sup>20</sup> Including budget preparation, monitoring and oversight. Sensitization programs for different platforms.

- Support LLGs to set up effective coordination mechanisms for WEE prioritization and oversight.
- Provide technical support to existing coordination framework to enhance inclusive and coordinated support and implementation of WEE and WEC programs at all levels.

**Objective 3.2:** Promote provision of gender and disability sensitive facilities (e.g. toilets, ramps and information) in workplaces public places such as markets and offices.

Actions:

- Assessment of the access to and benefits from gender and disability sensitive facilities
- Design action plan tailored to meet the critical needs for women in special circumstances.
- Conduct sensitizing meeting on management of household assets and resources.

#### **Priority Focus Area 4:**

Women acquisition of knowledge, information, skills to enable exploitation of economic opportunities, adoption of value-addition women led enterprises and transformation to formal enterprises and access to an enabling environment (prerequisites) for effective WEE.

**Objective 4.1:** To set up a community empowerment centre at sub-county level to support adoption of modern, formalized and value addition women-led enterprises.

Actions:

- Mapping of existing training or skills development opportunities/facilities for vocational skills and determine their relevance and extent to which they meet the vocational and BDS needs.
- Design of a centre tailored to meet the critical needs for WEE including women in special circumstances.
- Set up a new Centre or rejuvenate an existing facility to provide access to the needed services and facilities.
- Conduct sensitisation session to enhance understanding of the importance of formal enterprises.
- Support the formulation, and registration of individual or collectives enterprises with responsible government agencies.

**Objective 4.2:** Build Women's Financial and ICT Literacy.



Actions:

- Assessment of the financial illiteracy gaps among women, especially under different circumstances.
- Design of training program tailored to address needs for e financial and ICT literacy needs for entrepreneurship among target women including PWDs and uneducated.
- Conduct training programs focusing on specialized needs of the women under special circumstances.

*Matrix 1: Proposed Strategic Objectives for Enhanced Effective Engagement for WEE, WEC, and GI*

#	Emerging Issues and Gaps	Strategic Objectives	Expected Results
A	Access and Use of gender disaggregated data		
1	Limited gender disaggregated data and information on access to and benefit from potential economic opportunities, WEE and WEC programmes	To establish a Resource or Information System for WEE at a sub-county level	Mapping of existing potential economic opportunities and investment Gender disaggregated information on access and use of economic opportunities A computerized information system on access and use of economic opportunities, business, and investments
2	Limited awareness and use of National Priority Gender Equality Indicators (NPGEIs)	Enhance awareness and use of NPGEIs among relevant policy makers, practitioners, WEE pro-gramme developers and implementers	Increased awareness and use of NPGEIs in planning and budgeting at the national and sub-national level
B	Capacity Enhancement of Women		
1	Low or weak engagement of women in decision-making and accounting/oversight for Local Economic Development (LED) programs, including WEE and WEC	Enhance the participation of women in LED, WEE and WEC activities Enhance the influence of women in decision-making on LED, WEE and WEC	Increased participation of women in LED, WEE and WEC activities Increased influence of women in the decision-making in LED, WEE and WEC
2	High prevalence of resource driven gender-based violence in poor communities.	Reduce the prevalence of gender-based violence driven by resource inequities in poor communities.	Reduced cases of gender-based violence in poor communities
3	Low financial literacy among women	Build women's financial literacy	Improved financial literacy among women

#	Emerging Issues and Gaps	Strategic Objectives	Expected Results
4	Low agency power – women’s decision-making power on land use, earnings, number of children and children’s welfare at household level.	Enhance awareness among women and men on the rights to productive assets (e.g. land and credit) and how women rights to these resources can be enhanced.	Increased awareness on rights to productive assets among women.
5	High informality of employment among women e.g. subsistence agriculture, unpaid work and in-formal sector employment.	Enhance value addition in women-led enterprises. Enhance the formalization of women-led business. Enhance mind-set change that considers agricultural businesses as viable business ventures	Increased value addition activities among women-led enterprises. Increased formalized women-led enterprises. Change in mind-set among women on agriculture as a business venture
6	Weak integration of gender issues in the national and local government budget preparation and over-sight.	Strengthen the capacity of stakeholders involved in gender responsive budgeting to effectively integrate and assess gender issues in national and local government budgets.	Improved integration of gender issues in the preparation and over-sight of the national and local government budget.
C	Coordination of WEE, WEC and GI programmes		
1	Weak partnership or coalition for promoting WEE especially in districts.	Promote partnerships to promote WEE between state and non-state actors at district level.	Create partnerships and networks to promote WEE, WEC, and GI at national and sub-national level
2	Weak coordination between government institutions that are implementing WEE and WEC programmes	Strengthen institutional coordination mechanism of government institutions implementation of WEE and WEC programmes	Improved coordination among government institutions that implement WEE and WEC programmes.
D	Provision of empowerment Resource Facilities/Programmes		

#	Emerging Issues and Gaps	Strategic Objectives	Expected Results
1	Limited outreach and access to reliable, and afford-able capacity building/ training facilities to support WEE.	To set up a community empowerment centre at sub-county level.	A community empowerment re-source centre.
2	Limited gender responsive facilities at workplaces such as markets, offices, schools, health centres etc	Promote the provision of gender responsive facilities such as child-care centres at workplaces. Promote provision of gender and disability sensitive facilities (e.g. toilets, ramps and information) in public places such as markets and offices	Increased child-care centres at workplaces Increased gender and disability sensitive facilities in public places such as markets and offices

Matrix 2: Action Plan for Enhancing Effective Engagement for WEE, WEC, and GI

	Action	Output	Responsible Agencies		Short-term. Medium-term & Long term
			Lead	Supporting Agencies	
A: ACCESS and USE OF GENDER DISAGGREGATED DATA					
A.1: To establish a Resource or Information System for WEE at a sub-county level					
a	Undertaking a Mapping exercise to determine the existing and potential investments and economic opportunities	A mapping of existing potential economic opportunities and investment produced	Academia and CSO	MGLSD/District/sub county	Short-term
b	Conduct a survey to determine the scope of economic engagements by women and men	A Survey Report con scope of economic engagements (business) produced	Academia and CSO	MGLSD/District/sub county	Short-term
c	Regular data collection and updates on the WEE and WEC programmes at sub-national and national level	A computerized information system on WEE and WEC programmes established	UBOS, MGLSD/ District		Medium-term
A.2 Enhance awareness and use of NPGEIs among relevant policy makers, practitioners, WEE programme developers and implementers					
a	Production of an abridged Version of NPGEIs for use at LLG.	An abridged version of NPGEIs is produced	UBOS	CSOs	Short-term
b	Translation of the abridged version of NPGEIs in key local languages (7)	Copies of an abridged ver-sion of NPGEIs is produced in 7 languages namely	UBOS	COSs	Short-term
c	Organize sensitisation workshop for stakeholder - Citizens, CSOs, Media	Stakeholder Workshops conducted	CSO	UBOS	Short-term
B: CAPACITY ENHANCEMENT					

	Action	Output	Responsible Agencies		Short-term. Medium-term & Long term
			Lead	Supporting Agencies	
B:1 Enhance the participation of women and their influence in LED, WEE and WEC activities					
a	Undertake a capacity needs assessment for all women in decision-making positions at in selected districts and LLG	A Report on Capacity Needs Assessment.	District	CSO	Short-term
b	Design a capacity building program targeted at various capacity and levels of LLGs in selected districts	A Capacity Building Pro-gram that can be delivered in a systematic and coordinated manner	District	CSO	Short term
c	Conduct training and provide mentoring services as deemed appropriate	Training Workshop and mentoring support provided as deemed	Lead CSO	District and MGLSD	Medium to Long-term
B.2: Strengthen the capacity of stakeholders involved in gender responsive budgeting to effectively integrate and assess gender issues in national and local government budgets					
a	Undertake a capacity needs assessment for mentoring duty bearer or technocrats, women and CSO in budget preparation and oversight	A report on Mentoring Needs Assessment	MFPED/MGLSD	Lead CSO	Short-term
b	Design a mentoring programme targeted at various stakeholders at critical stages of budget preparation, monitoring and evaluations.	A mentoring support pro-gram that can be delivered in a systematic and coordinated manner	MFPED/MGLSD	Lead CSO	Short-term

	Action	Output	Responsible Agencies		Short-term. Medium-term & Long term
			Lead	Supporting Agencies	
c	Conduct mentoring services to stakeholder engaged in budgeting deemed appropriate	Delivery of technical and mentoring support and mentoring to stakeholder engaged in budgeting deemed	Lead CSO	Partner CSO	Short-term
B.3: Enhance awareness among women and men on the rights to productive assets (e.g. land and credit) and how women rights to these resources can be enhanced					
d	Design various platforms that can be used to enhance awareness (meeting, talk shows, websites, and pamphlets)	Approved platforms for engaging men and women on issues access to productive assets	Lead CSO	MGLSD/Partner CSO	Short-term
e	Production and publication of pamphlets in select languages in select sub-national (most affected areas.)	Copies of pamphlets in local language produced and published	Lead CSO	MGLSD/District staff/ Partner CSO	Short-term
f	Undertake meeting (e.g. radio and TV talk shows) to encourage men and women to discuss women's access to economic/ productive resource	Meetings conducted and Reports prepared	Lead CSO	MGLSD/Partner CSO	Medium-to long term
B.4: To strengthen financial literacy among women engaged in economic engagements					
a	Assessment of scope of financial illiteracy gaps among women, especially under different circumstances	A Report on Financial Literacy Needs	Lead CSO	MGLSD/District staff/ Partner CSO	Short-term

	Action	Output	Responsible Agencies		Short-term. Medium-term & Long term
			Lead	Supporting Agencies	
b	Design a training program tailored to address specific needs especially among PWDs and the uneducated	A financial literacy program that can be delivered in a systematic and coordinated manner	Lead CSO	MGLSD/District staff/ Partner CSO	Short-term
c	Conduct training for the specialized needs of the women under special circumstances	Delivery of Financial Literacy Programs	Lead CSO	MGLSD/District staff/ Partner CSO	Medium-to long term
B.5: Sensitize the public (e.g., in the media, educational institutions and workplaces) about the ills of gender- based violence on WEE and how it can be avoided					
d	Design sensitisation programs for different platforms e.g., media	Curriculum or Content for the sensitisation of various stakeholders	MGLSD	Partner CSOs	Medium-term
e	Undertake the sensitisation programs	Sensitisation Program conducted	Lead CSOs	Partner CSOs	Medium to long term
B.6: Train and mentor women in business and vocational skills					
a	Design a skill development and mentoring programs	A copy of the Program that can be delivered in Partnership	District/ Lead CSOs	Partner CSOs	Short-term
b	Organization of skill development programs and provide mentoring support	Training program conducted	Partnership Lead CSOs/PS	Partner CSOs	Short to long term
c	Conduct sensitisation sessions as desired by target women and men	Sessions conducted	Partnership Lead CSOs/PS	Partner CSOs	Short to long term
Co-ordination of WEE at all levels					



	Action	Output	Responsible Agencies		Short-term. Medium-term & Long term
			Lead	Supporting Agencies	
C.1: Establish partnerships (between state and non-state actors) to promote WEE and WEC					
a	Review of existing mechanism for coordination of WEE and WEC at all levels of government	Report on existing coordination and oversight mechanism	MGLSD/District	Partner CSO	Short-term
C.2: Strengthen institutional coordination mechanism of government institutions implementation of WEE and WEC programmes					
a	Support LLGs to set up effective coordination mechanisms and oversight	Effective institutional coordination Mechanisms established at sub county and district level	Lead CSO	Partner CSO	Short-term
b	Establish a coordination framework to implement WEE and WEC programs in different government MDAs				
D: EMPOWERMENT RESOURCE FACILITIES/PROGRAMS/ OPPORTUNITIES					
D.1: To set up a community empowerment centre at sub-county level					
a	Mapping of existing training or skills development opportunities /facilities for vocational skills and determine their relevance and extent to which they meet the BDS needs	A Report on the mapping of skill development opportunities	MoES (DIT)	MTIC/MGLDs Partner CSOs	Short-term
b	Design of a Centre tailored to meet the critical needs for women in special circumstances	A Report on the Design and Curriculum of the Centre	MTIC/MGLDs	Partner CSOs	Short-term

	Action	Output	Responsible Agencies		Short-term. Medium-term & Long term
			Lead	Supporting Agencies	
c	Set up a new Centre or rejuvenate an existing facility to provide access to the services	A well-established centre	Partnership Lead CSOs / Private Sector	Partner CSOs	Short to long term
D.2: Promote provision of gender and disability sensitive facilities (e.g., baby facilities, toilets, ramps and information) in public places such as markets and offices					
a	Assessment of the access to and benefits from gender and disability sensitive facilities	A Report on Access	MGLDs/LGs	MTIC, Partner CSOs	Short-term
b	Design an action plan tailored to meet the critical needs for women in special circumstances	A Draft Action Plan	MGLD/LGs	MTIC , Partner CSOs	Short-term
c	Execute the Action Plan as desired by the target women and men and subject to re-source availability	Activities undertaken	Partnership Lead CSOs/PS	Partner CSOs	Short to long term
d	Conduct sensitizing meeting on management of household assets and resources	Activities undertaken	Partnership Lead CSOs /PS	Partner CSOs	Short to long term

\*Short-term -Initiated and concluded with 24 months after start of the project (2023-2025).

Medium-term – can be initiated within the first two years but would continue after the first 2 years (2024-2028).

Long-term -initiated and concluded within the first ten years of the project (2023-2033).

## 8.0 Conclusion

Women have increasingly been more included socially, economically and politically in Ugandan society due to the many measures and initiatives started in the last thirty years. Even so, women and girls continue to constitute the largest proportion of the poor and economically vulnerable Ugandans. Uganda's poverty status report (2014) mostly highlights gender inequality among the key drivers of poverty and vulnerability in the country. Over the past two years, Ugandan women have also been disproportionately affected by the COVID-19 which has exacerbated economic vulnerability in the country.

Over the past decade, labour participation among Ugandan women has been increasing. Economically, the country's active labour force is predominantly comprised of women albeit mostly in subsistence agriculture. Nearly six of every ten Ugandan women are employed in subsistence agriculture contrary to their male counterparts for whom the same proportion (6 out of 10) is in gainful/paid employment. In subsistence agriculture, women continue to be greatly constrained by limited access and control of land yet land happens to be the most significant factor of production in Uganda.

The legal reforms instituted by Government of Uganda have resulted into a significant increase in women's access and ownership of agricultural land. Nonetheless, the shift has mostly resulted into an increase in jointly owned parcels between men and women which has continued to leave women in dominated positions of access to land. These gender disparities in access, use and control over land have continued to perpetuate economic exploitation of women, thereby entrenching women in poverty and economic vulnerability.

There has also been a gradual shift in the employment paradigm of Ugandan women due to reduced agricultural productivity and consequently reduced farm income. The country has increasingly witnessed more girls and women joining formerly male-dominated employment fields/sectors, including construction, mining, painting, landscape gardening, carpentry, and stone quarrying. Nonetheless, this shift has been slow with evidence from sectors such as construction indicating that women are still taking up low risk jobs which are low paying and are likely to be informal due to flexible hours of work.

Other Women Economic Empowerment initiatives put in place by Government of Uganda across the country such as UWEP, YLF and the Parish Development Model have promoted Women Economic Collectives in the country combining the provision of low interest credit with skilling to improve income generation opportunities for the beneficiaries. However, the

initiatives have only reached a small proportion of Uganda's economically active women due to resource constraints and the project-based nature of their implementation. Additionally, many of the supported enterprises have been agriculture based which has also limited the effectiveness of the programs in supporting the transition of women from the low paying agricultural enterprises. It is however important to point out that these initiatives have great potential for scale up in order to reach a wider proportion of Ugandan women.

Politically, women currently occupy 33% of the seats in Uganda's parliament representing a 1% increase from the previous election cycle (2011 – 2016). Despite only occupying a third of parliament, women occupy places of authority in Uganda's politics. This is illustrated by a female Vice President, speaker of parliament (over the past decade and for the current electoral term), Minister of Education, Minister of Health as well as two of the three deputy Prime Ministers being female.

However, while the country boasts a high level of inclusion of women in its national politics, the majority of the women occupy affirmative action seats. Currently, female members of parliament only occupy 18 of the current 352 seats that were open to both male and female candidates. This is mostly down to economic constraints which have limited female participation in a highly monetized political system. Available literature indicates that in Uganda's 2016 general election, female candidates standing for a District Woman Member of Parliament seat spent more (UGX 496.4 million) than their mainstream counterparts (UGX 458.2 million) which further suggests that many women are being priced out of political inclusion or participation.

Uganda has made significant strides in gender integration over the past decade. The country has mainstreamed gender into its planning and resource allocation by putting in place a supportive policy and legal framework. However, resource allocation has not necessarily yielded the intended results in gender equality due to the fact that gender responsive budgeting is mostly pronounced at the formulation stage of the budget process. Once MDAs have acquired the legislative approval of their budgets, they seldom follow through with the gender and equity commitments made during the formulation stage of the budget. The absence of an enforcement mechanism (including sanctions for non-compliance) has limited the effectiveness of the gender and equity certification of the national budget.

Additionally, access to gender disaggregated data to inform planning and resource allocation is inadequate. This has limited the ability to effectively deal with the gender inequalities at both national and local levels. Government of Uganda launched the National Priority Gender Equality Indicators (NPGEIs) in 2016 which are aimed at ensuring that there is a

systematic way of measuring Uganda's progress in the attainment of gender equality. However, six years since their adoption, there is a very limited level of awareness and use of the NPGEIs. Majority of the actors consulted during this study were not aware of the indicators and were therefore not utilising them – thereby limiting their effectiveness.

The study has documented various opportunities for engagement for WEE, WEC and GI initiatives. These include the legal and policy framework; institutional framework and existing WEE and WEC programmes implemented by state and non-state actors. Furthermore, there are various practices of integrating gender issues in planning and budgeting both at the national and sub-national level. The opportunities notwithstanding the implementation of WEE and WEC programmes has experienced several challenges that undermine the positive outcomes of WEE programmes. The challenges are related to the mindset of women and men on women economic empowerment, inadequate knowledge about entrepreneurship and vocational skills, limited access to affordable financial support and limited participation of women in decision-making processes and influence of decisions at the household, community and national level.

The gaps identified in Uganda's WEE and gender integration efforts indicate potential areas for scaling up and improvement in effectiveness of women economic initiatives. Therefore in order to enhance the salience of Uganda's efforts in the economic empowerment of women, the study has identified four priority focus areas which include: i) promotion of easy access and use of gender disaggregated data to inform the design and evaluation of WEE/WEC programmes; ii) development of institutional coordination platforms for women and stakeholders to improve outcomes from WEE initiatives; iii) building the capacity of women to participate and influence decisions for WEE/WEC programmes; iv) women's acquisition of knowledge, skills and information to facilitate exploitation of economic opportunities. Each of the priority areas has specific objectives and implementation strategies that can be pursued by various stakeholders including state and non-state actors.

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## Appendix

Table 3: Profiling Key Stakeholders in the Gender Equality Ecosystem in Uganda

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
Ministry of Gender Labour & Social Development	To mobilize and empower communities to harness their potential while, protecting the rights of vulnerable population groups	Uganda Women Entrepreneurship Programme (UWEP) Started in FY 2015/2016 and is still on going	The Programme aims to improve women's access to financial services, equip them with the skills for enterprise growth, value addition and marketing of their products and services. It has three components: i) capacity & skills development; ii) women enterprise fund; iii) institutional support. The programme provides interest free loans for enterprise development to women aged 18-65 years organized in groups of 10-15 members
		Youth Livelihood Programme (YLP) Started in FY 2013/2014 and is still on going	The Programme aims to empower youth in Uganda to harness their socioeconomic potential, increase self-employment opportunities and income levels. This is achieved through providing start-up capital from a revolving fund and skills training. It targets young women and men aged 18 – 30 years (the Programme guidelines stipulate that 30% of the Youth Interest Group members should be female), the female youth already benefiting from YLP are not considered as beneficiaries for UWEP

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
		Social Assistance Grants for Empowerment Programme (SAGE) 2012 to present	SAGE applies two targeting methodologies for its social transfers: the Vulnerable Family Support Grant (VFSG) (which employs a composite index based on demographic indicators of vulnerability to determine eligibility) and the Senior Citizens Grant (SCG) (which uses age to determine eligibility). <sup>3</sup> Under the VFSG, adult women (if they are present in a beneficiary household) are selected by the programme to be the physical recipient of transfers (men are selected if women are not present). Under the SCG, the transfer is given to the specific older person enrolled <sup>21</sup>
Office of the Prime Minister	To instil and maintain efficient and effective systems in the government that enables Uganda to develop rapidly	Northern Uganda Social Action Fund (NUSAF 3) Started FY2016/2017 still ongoing	To provide effective income support and build the resilience of poor and vulnerable households in Northern Uganda NUSAF defines the Institutional provision in the composition of Community Project Management Committee, Community Procurement Committees (CPCs) and Social Accountability Committees (SACs). The requirement of having at least 30% of women in each of the above committees It provides for 50/50 sharing of the available projects for both women and men
Parliament of Uganda	The Parliament of Uganda is the country's legislative body, responsible for enacting laws for good governance in the country		Parliament establishes appropriate mechanisms to monitor gender equality and equal opportunities; Reviews ministerial policy statements and budget framework papers for their gender responsiveness; ensure that all legislation is free from gender-based discrimination; Monitors the implementation of international instruments that promote gender equality and women's empowerment

21 Merttens, F., Pellerano, L., O'Leary, S., Sindou, E., Attah, R., Jones, E., & Martin, S. (2015). Evaluation of the Uganda Social Assistance Grants for Empowerment (SAGE) Programme Impact.

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
		<p>Uganda Women Parliamentary Association (UWOPA)</p> <p>The association was established during the 5th Parliament (1989 - 1994)</p>	<p>The Uganda Women Parliamentary Association (UWOPA) is a registered and recognized Parliamentary caucus comprising of all Women Members of Parliament but also open to former Women MPs and Male MPs as associate members. It aims to engender the legislative process, create awareness on women's rights, encourage lobby and advocacy, networking, training and ensuring organizational capacity building. UWOPA therefore provides a forum for Women Members of Parliament to discuss, share experiences and support activities that facilitate women's participation and leadership in all dimensions including politics, and social, economics</p>
<p>Ministry of Finance, Planning and Economic Development</p>	<p>To formulate sound economic policies, maximize revenue mobilization, ensure efficient allocation and accountability for public resources</p>	<p>The Project of Financial Inclusion in Rural Areas- PROFIRA.</p> <p>2013 still on going</p>	<p>The goal of this project is to sustainably increase access to, and use of, financial services by the rural population in the target area. Specifically, it focuses on: Rural women, men and young people who earn income but do not have access to financial services.</p> <p>It Supports access to financial services by smallholder farmers and micro-entrepreneurs through strengthening and building the capacity of two delivery channels: Savings Groups and SACCOs (Savings and Credit Cooperatives)</p>

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
		National Financial Inclusion Strategy 2017-2022. <sup>22</sup> 2017-present	Savings Groups are a key component of two pillars of the National Financial Inclusion Strategy: Pillar 1, to reduce financial exclusion and barriers to access financial services; and Pillar 5, to empower and protect individuals and communities. Government commitment: Under Pillar 1 of the strategy, the Government commits to promote linkages between Savings Groups and the formal financial sector; under Pillar 5, the Government recommends that stakeholders work with Savings Groups to better understand the societal barriers for women's financial inclusion, and increase their property rights and control over assets. Priority Areas: Women, Youth and Rural Populations
		Savings Group sub-committee of the National Microfinance Forum <sup>23</sup> Started in 2011	The Government established a multi-stakeholder Savings Group sub-committee within the National Micro finance Forum. The sub-committee is mainly composed of local and international NGOs promoting Savings Groups in Uganda, and reports to the Inter institutional Committee on Financial Inclusion

22 Jarden, F., & Rahamatali, A. (2018). State of Practice: Savings Groups and the Role of Government in Sub-Saharan Africa.

23 id

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
Equal Opportunities Commission	The Equal Opportunities Commission is a constitutional body mandated to fight discrimination and inequality in all its forms	The EOC was inaugurated on 8th July, 2010	<p>The Equal Opportunities Commission is mandated to:</p> <ul style="list-style-type: none"> <li>- Eliminate discrimination and inequalities against any individual or group of persons on the ground of sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability,</li> <li>- And 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 for the purpose of redressing imbalances which exist against them, and to provide for other related matters</li> <li>- Assesses the gender responsiveness of central government MDAs and LGs' budgets</li> </ul>
Government Ministries, Departments and Agencies	Gender Focal Persons in Government Ministries, Departments and Agencies (MDAs)	Role is to mainstream gender in government MDAs	The Gender Focal Point is key in gender mainstreaming strategy and building capacities among his or her colleagues for incorporating gender into their work, in terms of content and processes
Makerere University School of Women and Gender Studies	It is a multidisciplinary academic unit that is at the forefront of academic and community initiatives to address gender and development issues from an African perspective	Established in 1991	The school's vision is to be a centre for academic excellence in the discipline of women and gender studies. In so doing, the school takes seriously its role in generating gender knowledge from Africa. Its mission is to provide intellectual leadership for mainstreaming gender in all aspects of academic and non-academic endeavours. In so doing the school collaborates closely with academic institutions, policy makers, civil society and community-based organisations nationally and internationally

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
Minister of Education and Sports	To provide quality education and Sports services in the country which are constitutional obligations for the Ugandan State and Government	Affirmative Action Started in 1990	Affirmative action in favour of female applicants (1.5 points scheme) geared to increasing the number of female students admitted to the University
Ministry of Health/ School of Public Health	It is responsible for planning, delivering, and maintaining an efficient and effective healthcare delivery system, including preventive, curative, and rehabilitative services, in a humane, affordable, and sustainable manner	Reproductive, Maternal, Neonatal, Child and Adolescent Health (RMNCAH) program FY 2016/2017 – Current	The objectives of the Project are to: (a) improve utilization of essential health services with a focus on reproductive, maternal, new born, child and adolescent health services in target Districts; (b) scale up birth and death registration services; and (c) to provide immediate and effective response to an eligible crisis or emergency <sup>24</sup>
Uganda Microfinance Regulatory Authority (UMRA)	A government agency responsible for the licensing, supervision and regulation of Tier-4 micro finance institutions, money lenders, savings cooperatives and any money-lending institution with capital of less than US\$500 million	Micro Finance Started in 2016 to present	In 2021, the National Association of Women's Organizations in Uganda (NAWOU) with FIDA Uganda and Uganda Microfinance Regulatory Authority (UMRA) formalized collaboration by signing MOU on the protection women's economic rights in their engagements with Tier 4 Financial Institutions and Money Lenders. The MOU involves raising awareness on the regulations of microfinance services, consulting women dealing with Tier 4 financial institutions and money lenders on their needs and lobbying government for redress

24 World Bank . (2022, February 3). Uganda Reproductive, Maternal and Child Health Services Improvement Project. Retrieved from World Bank : <https://projects.worldbank.org/en/projects-operations/project-detail/P155186>

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF)	Overseer of the Agricultural sector where it formulates, reviews and implement national policies, plans, strategies, regulations and standards and enforce laws, regulations and standards along the value chain of crops, livestock and fisheries	The Uganda Multi-Sectorial Food Security and Nutrition project (UMFSNP) Started in 2008 to FY 2016/17	Uganda's Multi-sectorial Food Security and Nutrition Project (UMFSNP) increases the production and consumption of micronutrient rich foods, including African indigenous vegetables, high-iron beans, and orange-flesh sweet potatoes as well as increase the use of community-based nutrition services in smallholder households in project areas. The project also supports community-led school demonstration gardens, the education of women's groups, and the scaling up of micronutrient supplementation. Pregnant and lactating women and children under two (2) years in all participating districts delivering enhanced community-based nutrition services are a priority
Ministry of Trade, Industry and Cooperatives (MTIC)	To develop and promote a competitive and export-led Private Sector through accelerating industrial development for economic growth	The One Village One Product Program <sup>25</sup>	The One Village One Product Program was introduced in Uganda in 2008 as an integrated community development approach with a vision to increase incomes and wealth for Ugandans through; value addition to local resources, human capital development and marketing of high value-added products and services. One of the factors in selecting Model enterprises was ensuring that a group has gender balance

25 <https://www.mtic.go.ug/one-village-one-product-ovop/>

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
National Planning Authority	To produce comprehensive economic development plans for the country. NPA is also mandated to coordinate development planning in the entire country, and to advise the executive branch on the best policies and strategies for the development of the country	National Development Plans NDPs started in 2010 to run until 2040	Ensure that all national plans are gender and disability sensitive
Ministry of Local Government	It is responsible for the "creation, supervision and guidance of sustainable, efficient and effective service delivery in the decentralized system of governance	Community Agricultural Infrastructure Improvement Programme - Project 3 (CAIIP-3). Started in 2011	The overall sector goal of the project is to contribute to poverty reduction and economic growth in Uganda through enhanced commercialization of agriculture. Its specific objectives are to enhance farmers' Access to markets, attract competitive prices and increase incomes through improvements in rural infrastructure and infrastructure management by well mobilized communities  To ensure appropriate mainstreaming of gender and other cross cutting social concerns in project implementation, the Project Facilitation Team (PFT) includes dedicated Community Development Officers (CDOs) with expertise in gender related issues at both the national and regional levels. As is the case with the CAIIP-1 and CAIIP-2, the CDOs will ensure that at least 30% of the beneficiaries of community outreach and mobilization activities are women



INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
National Women's Council (NWC)	Its objective is to bring all women of Uganda together for development purposes, irrespective of their religion, tribe, origin, status or political affiliation	National Women's Council (NWC) is an autonomous body, established by the National Women's Council ACT 1993 (cap 318)	<p>The National Women's Council is a national machinery mandated to organize and unify all women of Uganda who actively contribute to sustainable community and national development through promotion of peace, accountability, justice and self-development through training, sensitization, networking, lobbying, advocacy and provision of micro-finance credit services.</p> <p>The establishment of the councils provided an independent and united forum through which women could participate in decision making process and also provided a channel through which social economic amenities could reach the women particularly those at the grassroots</p>
		District Women's Council Executive Committee	According to National Women's Council Act; The District Women council is constituted of all sub county Chairpersons who within themselves form a committee composed of the; a) Chairperson, b) Vice Chairperson, c) Secretary for Finance, d) Publicity Secretary, e) Ex-official Members include; i) Woman Member of Parliament, ii) Officer responsible for gender, iii) Representative of Women with Disabilities, iv) Representative of Women Youth
KACITA Women's League (KAWEL)	Specific objective and mission are to provide innovative female entrepreneurs in Uganda with requisite skills in profitable business management, development and the achievement of women empowerment through economic independence	KACITA Women Entrepreneurs League (KAWEL) is a membership based private organization Started in 2015	Specific objective and mission are to provide innovative female entrepreneurs in Uganda with requisite skills in profitable business management, development and the achievement of women empowerment through economic independence. This is accomplished through the provision of capacity building programs in the area of business management, investment fundraising, market access, networking, lobbying and advocacy

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
Private Sector Foundation	Spotlight Initiative to Eliminate Gender Based Violence (GBV) & Violence Against Women & Girls (VAWG) In Uganda	Spotlight Initiative to Eliminate Gender Based Violence (GBV) & Violence Against Women & Girls (VAWG) In Uganda	PSFU with funding from UNDP under the Spotlight Initiative organized awareness workshops to sensitize Micro, Small, and Medium Enterprises on prevention and response to Gender Based Violence (GBV) and Violence Against Women & Girls (VAWG) in seven (7) of the Spotlight districts
Uganda Police	To Secure Life and Property in Partnership with the Public in a Committed and Professional Manner in order to Promote Sustainable Development	Gender Desks and Child and Family Protection Officers	Police stations have specialized Gender Desks and Child and Family Protection Officers to handle domestic violence. Police officers document cases, do further investigations, provide counsel and create a safety plan if needed. They also evacuate a person facing abuse from their home, arrest the perpetrator, mediate the case where appropriate and make referrals to hospitals and shelters as needed <sup>26</sup>
UNDP	In Uganda, UNDP supports the Government to achieve sustainable development, create opportunities for empowerment, protect the environment, minimise natural and man-made disasters, build strategic partnerships and improve the quality of life for all citizens	Gender Equality & Women Empowerment	UNDP Uganda has focus on gender equality and women's empowerment by integrating it into its key programme areas on Sustainable Inclusive Economic Development (SIED) as well as Inclusive and Effective Governance (IEG).  The work on gender equality and women's empowerment is guided by global gender norms and standards, which include the Convention on all Forms of Discrimination against Women (CEDAW, 1979) and the Beijing Platform of Action (1995) among others

26 <https://fidauganda.org/heres-how-to-help-victims-of-gender-based-violence/>

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
		<p>Spotlight Initiative: Women's groups driving economic empowerment</p>	<p>Spotlight Initiative designed to eliminate all forms of violence against women and girls. Through the economic empowerment approach, Humanitarian Assistance and Development Services (HADS envisages that the vulnerability that women and girls encounter, due to lack of economic livelihoods and/or sources of income to sustain families, will be reduced.</p> <p>Through the provision of training and resources, HADS is contributing to building a movement of women groups, associations and networks that regularly convene and use this platform to share knowledge, skills and networks to enhance economic opportunities and at the same time devise strategies for them to eliminate violence against women and girls.</p>
		<p>Enabling rural communities to eliminate poverty through village microcredit schemes. Since 2010</p>	<p>UNDP has been supporting VSLAs in Uganda, as a model of economic empowerment for women, youth and the poor, particularly in Northern Uganda, an area that suffered nearly two decades of war from the Lord's Resistance Army conflict.</p> <p>A number of community groups particularly those that target youth and women, have been supported with start-up capital, business training as well as with inputs</p>

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
USAID partnered with ACDI/VOCA	USAID in Uganda works to reduce poverty, strengthen agriculture, improve education, and promote health. / ACDI/VOCA works with you to achieve better lives for people and communities by increasing economic prosperity and social inclusion	Resiliency through Wealth, Agriculture, and Nutrition program (RWANU) or Integrated Community Agriculture and Nutrition Activity	When Women Own Goats, the Family Thrives through the USAID activity emphasizes the need for women to share resources as a way to combat gender-based violence. By encouraging elders to influence men to let their wives to keep at least one goat at home so that children can have milk to drink - instead of men owning all resources - the activity has empowered women to help themselves and their families
UN Women	UN Women Uganda works with civil society organizations to ensure they play a greater role in peace building processes, transitional justice processes, security sector reform, post-conflict governance and national action plans on women, peace and security	Women's Economic Empowerment (WEE)	The work on Women's Economic Empowerment (WEE) focuses on enabling women to shift from a level of beneficiaries of livelihoods and traditional income generating activities (IGAs) interventions to one of key players in wealth creation and innovation  It aims at strengthening the capacity of the Government of Uganda to develop and implement women's economic empowerment programs

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
UNICEF	UNICEF in Uganda. Working to keep children alive, educated and safe, especially the poorest	Spotlight Initiative in Uganda. In Uganda, the Spotlight Initiative was officially launched on International Women's Day, 8 March 2020	The Spotlight Initiative is supporting concrete measures to end violence with a special focus on prevention, protection and provision of services; promoting children and women's economic empowerment and participation in all aspects of society
Irish Aid	Irish Aid works with the Government of Uganda to reduce poverty and promote environmentally sustainable economic development through Uganda's Poverty	Women's Economic Empowerment and Support to Women Farmers	This initiative takes into account the experience, needs and rights of women farmers in particular
Food and Agriculture Organization of the United Nations (FAO)	The goal is to achieve food security for all and make sure that people have regular access to enough high-quality food to lead active, healthy lives	Village Savings and Loan Schemes empower women in Karamoja	FAO has integrated the community managed Village Savings and Loan (VSL) methodology into Agro Pastoral Field School (APFS) to enhance investment through proper management of income generated at household and group levels
Invisible Children	Partner with local peace builders across central Africa to end violent conflict	Village Savings and Loan Associations (VSLA) program Started 2008	The program empowers rural communities in northern Uganda to take control of their personal finances for the first time. Each member of the group saves, takes out loans, repays loans with interest, and invests. Women are beneficiaries of these groups

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
CARE International in Uganda	To address discrimination in all its forms, provide economic opportunity, Influence policy decision at all levels, strengthen capacity for self-help, and deliver relief in emergencies	Gender Justice Program Started in 2015 and is on-going	Ensure that women and girls experience greater gender equality, live lives free from violence (LFV), and realize their Sexual Reproductive Health Rights (SRHR)  CARE applies a twin-track approach to promoting gender equality that combines stand-alone gender equality programming components with gender equality mainstreaming across all program areas, interventions, and partnerships
		Livelihoods Program Started in 2015 and is on-going	CARE works towards reducing the proportion of people living in poverty and social injustice and ensuring that women and girls have equitable access to and control over economic resources and opportunities  CARE addresses social norms and structural economic inequalities and supports women and girls so they can enjoy more equitable access to and control over economic resources and opportunities, including equitable access to digital and financial services  This program also supports women so that they develop their resilience to economic shocks and can participate meaningfully in economic decisions within their households, communities, and marketplaces
		Humanitarian Action Started in 2015 and is on-going	CARE delivers gender-responsive humanitarian assistance emphasizing disaster preparedness, inclusiveness, resilience humanitarian development nexus and localization

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
		Climate Justice Program Started in 2015 and is on-going	CARE works to strengthen the resilience and adaptive capacities of women and girls to the effects of climate change and promotes their meaningful participation in sustainable natural resources governance
		CARE Uganda's Women and Youth Financial Inclusion Programme (WAYFIP) Started in 1998	CARE introduced the first VSLAs in Uganda. The VSLA methodology has shown that poor people, and especially poor women, are good at financial management. They invest wisely, not only in income generating activities, but also in the welfare of their families. By empowering women economically, there has been an enormous increase in local growth and household welfare in all the areas where VSLAs have been implemented. The inclusion of women in economic activities has strengthened the position of women in their communities and at home, tremendously
Church of Uganda	The Mission is to proclaim the Gospel in accordance with Christ's commission to make disciples of all nations	Mother's Union	The Aim of the Mothers' Union is the advancement of the Christian religion in the sphere of marriage and family life
		Women's Desk	Women's Desk is a Christian Faith based umbrella Organization for all women Fellowships in the Diocese. The desk was formed so as to motivate women to plan together, share experiences, formulate and implement programs within their respective Fellowships in order to realize meaningful human development.

INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
Catholic Church –Uganda	The mission is to carry out and continue the work of Jesus Christ on Earth. The Church, and those in it, must: share the Word of God; help those in need; live as examples to all	National Council of Catholic Women Started 2018	The National Council of Catholic Women acts through its members to support, empower, and educate all Catholic women in spirituality, leadership, and service
CARITAS Kampala	To progressively build a holistic integrated and self-sustaining family of God through holistic and integrated approaches	Women’s Desk <sup>27</sup>	The Women’s Desk provides a diverse range of activities that address the holistic needs of women. The activities cover development thematic areas in health; education; human rights with a major focus on gender; agriculture and savings and credit scheme
Forum for Women in Democracy (FOWODE)	To promote gender equality in all areas of decision-making	Women and Leadership Started in 2004 and is still on going	<p>Trains young women to navigate the political and socio-economic landscape</p> <p>Strengthens the capacity of grassroots women by training them how to adequately run an organization, gender mainstreaming and gender sensitive planning</p> <p>Mentors’ young female leaders in order to build an alternative and transformative leadership</p> <p>Works with women groups to raise awareness of economic rights, nurture individual skills, and build collective strength for economic self-reliance and enhanced participation in decision making</p> <p>Equips group facilitators with knowledge in gender, leadership, human rights and entrepreneurship</p>

27 <https://www.caritaskampala.org/women-s-desk>



INSTITUTION	INSTITUTIONAL MANDATE	WEE/WEC PROGRAM	GENDER FOCUS
		<p>Gender and Economic Justice</p> <p>Started in 2004 and is still on going</p>	<p>Strategic engagement with critical stakeholders for accountable and inclusive macroeconomic policy</p> <p>Engaging fiscal policy with emphasis on resourcing, allocation and gender representation</p>
		<p>Institutional Development Engagement and Sustainability</p> <p>Started in 2004 and is still on going</p>	<p>Provides thought leadership on innovative solutions for women's empowerment</p> <p>Cultivates organizational capacity to catalyse gender transformative governance</p>
<p>Advocates Coalition for Development and Environment (ACODE)</p>	<p>To make public policy work for people through research, civic engagement and evidence-based advocacy</p>	<p>Centre for Budget and Economic Governance (CBEG)</p> <p>Started in 2015 and is still on going</p>	<p>Research and Advocacy on Economic Inclusion and Women Economic Empowerment in Uganda e.g., Gender-Responsive Budgeting (GRB) and supporting rural women in business</p>
<p>Bangladesh Rural Advancement Committee (BRAC)</p>	<p>To create opportunities on human rights &amp; social empowerment, education &amp; health, livelihood, environmental &amp; disaster preparedness</p>	<p>Education, Empowerment and Life Skills for Adolescents and Young Children (EELAY)</p> <p>Started in 2006 and is still on going</p>	<p>Empowers young girls through providing access to educational opportunities in Uganda through skills training and apprenticeship</p> <p>Empowers adolescent girls both socially and economically to enable them to deal with issues of self- esteem, domestic violence and unemployment</p>

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		<p>Empowerment and Livelihood for Adolescents (ELA)</p> <p>Started in mid-2008 and is still on going</p>	<p>BRAC's ELA programme offers adolescent girls an opportunity for a better life through mentorship, life skills lessons, sexual reproductive health, and livelihood training</p> <p>ELA model creates opportunities for adolescent girls to achieve social and economic empowerment by establishing safe spaces known as ELA clubs</p>
		<p>MasterCard Foundation Scholars Programme</p> <p>Started in 2012 and is still on-going</p>	<p>This program provides academically talented yet financially disadvantaged young people (at least 60% enrolment of girls) access to quality and relevant secondary and university education</p>
		<p>Microfinance Program</p> <p>Started in 2006 and is on-going</p>	<p>Advocates for greater financial inclusion through offering savings accounts, money transfer, insurance and other financial services to marginalized women in rural and low-income communities</p>
		<p>Emergency Preparedness and Response Programme (EPRP)</p> <p>Started in 2006 and is on-going</p>	<p>EPRP currently implements financial inclusion majorly for women through Refugees projects to strengthen their livelihood resilience through multiple business skills training, life skills, savings and credit management, entrepreneurship, and start-up business enterprises</p>
		<p>Youth4Business Entrepreneurship</p> <p>Started in 2006 and is on-going</p>	<p>Engagement of youth (18-35 years) in dignified economic opportunities as well as increase employment and livelihood opportunities for economically active youth boys, girls, and young women in the districts</p>

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Civil Society for Budget Advocacy Group (CSBAG)	To collectively influence government and effectively participate in setting national budget priorities	Working towards ensuring that resource mobilization, allocation and utilization is inclusive for a transformed Uganda Started in 2004 and is still on-going	Advocates for budgeting that takes into consideration Gender and Equity Advocates for gender responsive downward accountability Advocates for increased financing so as to eliminate gender-based violence
Uganda Association of Women Lawyers (FIDA-Uganda)	Advancing Gender Equality Through the Promotion of Women's Rights	Started in 1974 and is still on-going	Advocates for access to Justice for Women Promotes socio-economic rights and justice for women Advances gender-responsive governance and women's effective participation in public life
Uganda Women Entrepreneurs Association Limited (UWEAL)	To assist and provide the necessary support and guidance to women in business and to advocate for favourable policies through which women entrepreneurs can flourish	The Women Investment Club – SACCO Started in July 2005 and is on-going	Enhance access to financial services through availing women's savings and credit cooperative society to help

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		Enterprise Institute Started in 1987 and is on-going	Provides practical educational programs, resources and tools that support entrepreneurs to design launch and lead successful business ventures  Provides women businesses access to an assortment of rich, valuable and strategic opportunities, information, resources and networks from UWEAL's global business community
		Women's Incubation Centre Started in 1987 and is on-going	Empowers women entrepreneurs by providing Business Development Services under one roof to enable them grow their enterprises on a sustainable basis
		Girl Entrepreneurship Program (GEP) Started in 1987 and is on-going	GEP creates awareness about business and entrepreneurship to youth particularly young women and girls in primary, secondary and tertiary institutions and universities
Council for Economic Empowerment for the Women of Africa – Uganda Chapter (CEEWA – U)	To promote the economic empowerment of women in the development process through gender disaggregated research, advocacy, training, information dissemination and documentation	Gender Differentiated Research and Advocacy Started in 1995 and is on-going	Provide evidence and advocate for informed policies, incentives and programs that reduce gender disparities in access to, use and benefit from economic resources and opportunities in various economic sectors in Uganda  Undertake advocacy initiatives, targeting state and non-state actors, to consider and build consensus on measures, incentives, and interventions to reduce inequalities in development process

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		<p>Sustainability and Competitiveness of Enterprises owned by Women</p> <p>Started in 1995 and is on-going</p>	<p>Design and offer tailored skilling programs aimed at enhancing enterprise management competence; and promoting employability, especially for lucrative vocations; competence for increased productivity and income</p> <p>Building capacities of individual women farmers and their groups as “resident experts” to support other women entrepreneurs and remain community resources long after our interventions</p>
		<p>Adolescent Empowerment Programme (AdEP)</p>	<p>Provide an opportunity for secondary school students to learn and discuss matters that are critical in their transition to empowered and self-reliant adults</p>
Uganda Women’s Effort to Save Orphans (UWESO)	To improve the quality of life of vulnerable children and youth for them to survive and thrive	<p>Youth Empowerment program</p> <p>Started in 1987 and is still on-going</p>	<p>Promotes and increases gender-responsive and inclusive programmes that contribute to the protection, health and development of young women, young men, girls and boys</p>
Plan International – Uganda	To create a more equal world by transforming the lives of 100 million girls around the world so that they are safe, educated and economically empowered	<p>Promote and protect the rights of children</p> <p>Started in 1992 and is still on-going</p>	<p>Enable vulnerable children to understand and defend their rights and encourage them to join the girls’ rights movement</p> <p>Increase access to quality sexual health services and eliminate harmful practices such as Female Genital Mutilation (FGM) and early child marriage</p> <p>Help vulnerable and excluded children, particularly girls, grow up equally valued and cared for and free from discrimination</p>
Uganda Women’s Network (UWONET)	To transform the unequal gender relations through collective visioning and action		<p>UWONET’s focus on women’s governance and leadership, women’s economic justice and empowerment, knowledge management, voice and accountability</p>

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Action for Development (ACFODE)	To empower women, girls and influence legislation and policy for gender equality in Uganda		To influence the formulation, implementation of policies and legislation that promote gender equality, enhance the capacity of leaders to champion gender equality, promote positive social-cultural practices that protect the rights of women and girls and contribute to the effective implementation of programmes that economically empower women and girls in Uganda
The National Association of Women's Organizations in Uganda (NAWOU)	To promote the growth of a women's movement through a strong network that advocates for the rights of women in Uganda		Their work focuses on Peace and Security in the Lives of Women, their Families and Communities. Women economic empowerment
National Association for Women's Action in Development (NAWAD)	To promote the fundamental human rights of women and young people especially in relation to sustainable management of the environment and natural resources, health, and economic security		Their work focuses on advocating for human rights of women and young people so as to promote peaceful and stable communities and families. Strengthening the capacity of women and young people especially girls to actively engage in the development processes of the country. Promoting social and economic development of women, young and disadvantaged people. Supporting efforts that promote natural resource management and governance to benefit women and men equally. Promoting gender responsive policy making, legislation, budgeting, and programming in all spheres of development in Uganda
Forum For African Women Educationalists (FAWE) Uganda Chapter	To Enhance Opportunities for Girls to Attain Quality Education and Skills through Sponsorship, Social Protection, Institutional Strengthening and Advocacy		Their work focuses on accelerating female participation in education and closing the gender gap within the education system at all levels in Uganda

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FINANCIAL INSTITUTIONS			
Centenary Bank Limited	To provide appropriate financial services, especially microfinance to all people, particularly in the rural areas, in a sustainable manner and in accordance with the law	Cente Supa Woman group/club Started in 2015 and is on-going	Offers financial literacy training, mentoring, networking opportunities, business advisory services, insurance discounts to its women clients  Offers microfinance products designed for lower-income clients, especially women
DFCU Bank Limited	To grow shareholder value while playing a key role in transforming the economy and enhancing the wellbeing of our people	Women in Business (WIB) program Started in 2007 and is still on-going	Creates an enabling environment for Small and Medium Entrepreneurs owners by giving women an opportunity to grow savings through DFCU Investment clubs  Supports businesswomen with training, networking opportunities, preferential borrowing rates on credit facilities, and mentorship programmes  Provide access to business advisory services and Financial Literacy support through the DFCU Women in Business Centre
FINCA Uganda Limited	FINCA provides financial services to Uganda's lowest-income entrepreneurs with the aim of creating jobs, building assets, and improving their standard of living	Started in 1992 and is still on-going	FINCA provides financial services to Uganda's lowest-income women entrepreneurs with the aim of creating jobs, building assets, and improving their standard of living  Empowers women through its Digital Field Automation (DFA) system that provides mobile-based products like opening accounts and making mobile money transactions without ever having to leave their work posts

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Finance Trust Bank Uganda Limited	To efficiently deliver innovative financial solutions to our customers and stakeholders especially women	Women's Business loan Started in 2005 and is still on-going	Offers women who are engaged in Micro, Small and Medium businesses low-interest loans for long- and short- term Investments such as adding capital into business, purchase of shares, import and export business
Post Bank Uganda Limited	To offer secure and attractive savings and other services at reasonable costing in viable manner	Started in 1998 and is still on-going	The bank offers low-cost pricing for its products, financial literacy programs, and mentoring programs for its women customers, for instance Bulambuli Women Association  The bank also employs point of sale terminals in savings and credit associations throughout the country to increase its service delivery to the rural unbanked, who are mostly women
Equity Bank Uganda	To empower our clients and stakeholders both Socially and Economically	Women Guarantee Fund Started in March 2021 and it is on-going	Offers loans to women owned and managed Micro, Small and Medium Sized Enterprises in Uganda, with an aim of ensuring that women are able to access credit at affordable interest
BRAC Uganda Bank Limited	Provision of financial services particularly focus on women living in poverty in rural and hard-to-reach areas	Started in 2019 and is on going	BRAC offers inclusive, accessible, and convenient loan and savings products tailored to the needs of the local community, including women, smallholder farmers, small business owners, and youth  Enables women to become financially resilient and improve the quality of life of their families  Undertakes digital transformation efforts emphasis on reducing the gap in women's digital financial inclusion



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MTN Uganda under the MTN Foundation	<p>The MTN Uganda Foundation is a not-for-profit legal entity that was inaugurated in July 2007 as a vehicle through which MTN Uganda implements its corporate social investments (CSI). The foundation strives to improve the quality of life in communities where MTN Uganda operates in a sustainable way</p>		<p>Partnered with the Forum for African Women Educationalists Uganda Chapter (FAWEU) to provide full cover University Education scholarships for ten (10) Ugandan girls across the country</p> <p>Partnership with Smart Girls Foundation has today embarked on the construction of a skilling facility with the capacity to train 400 girls annually in vocational programs. The training facility will specialize in vocational and business up skilling, inclusive of courses like electricity installation, house painting, tailoring, carpentry, welding, catering, among others</p>
Buganda Cultural and Development Foundation	<p>Established to achieve sustainable improvement in the living standards and welfare of the people, in addition building capacities of communities in order to render effective services to cause sustainable development. The primary beneficiaries are the people in the central region with special emphasis on rural and urban poor communities, women, youth, and the disadvantaged</p>		<p>Project for Enhancement of Women in Agro Business</p> <p>The project aimed at improving women's livelihood through increased production by encouraging and facilitating the establishment of women-operated agro-inputs supply shops and increased buying and selling of agricultural produce. The project was funded by a grant from McKnight Foundation of the USA. It mainly targeted Mityana, Mubende and Kiboga Districts and reached out to about 160 women in 30 sub-counties</p> <p>Micro Credit: This project aimed at reducing poverty by increasing people's access (especially women) to micro credit services. Beneficiaries were trained in record keeping, credit management and provided with entrepreneur skills. Short-term loans were provided to a number of small and micro enterprises in Kiboga and Wakiso Districts</p>

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		Ministry of Women Affairs, the Disadvantaged and Bulungibwansi	This Ministry is responsible for the promotion of the social and economic development of women and the protection and promotion of the disabled and disadvantaged in society. It is also a cross-cutting Ministry responsible for reviving the spirit of self-help and community work (Bulungibwansi) for communal social infrastructure development throughout Buganda

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Local Governments	Gender Planning and Budgeting		<p>The Public Finance Management Act (2015), provides for the issuance of a Gender and Equity Certificate by the MoFPED as a precondition for approval an appropriation of resources for Members of Parliament (MPs) and Budget Framework Papers (BFPs) by Parliament. It makes it mandatory for MDAs and Local Governments to address gender and equity issues in the annual Budget Framework Papers (BFP) and Ministerial Policy Statements (MPS) and allocate resources to the different needs of men and women, people with disabilities, older persons, youth and other marginalized groups. Consequently, the Gender and Equity Budgeting Guidelines have been revised to guide integration of gender and equity issues in budgeting process. This has been recognised as a best practice for creating and effecting accountability for gender mainstreaming in the LGs.</p> <p>At the District Local Government and sub-county levels, the Technical Planning Committees (TPCs) are responsible for planning and budgeting as well as allocation of resources for gender mainstreaming led by the District Planner. The Community Based Services Department provides data and technical guidance on planning for gender issues. Information available indicates that the department still lacks adequate capacity to influence and spearhead strong push for allocation of resources for gender mainstreaming.</p>
		Gender Focal person	Ensuring that gender is mainstreamed in the District; Promoting gender equality and women's empowerment, disseminating gender information and organizing advocacy day for women

## **ABOUT ACODE**

The Advocates Coalition for Development and Environment (ACODE) is an independent public policy research and advocacy think tank based in Uganda. ACODE's work focuses on four programme areas: Economic Governance; Environment and Natural Resources Governance; Democracy, Peace and Security; Science, Technology and Innovation. For the last eight consecutive years, ACODE has been ranked as the best think tank in Uganda and one of the top 100 think tanks in Sub-Saharan Africa and globally in the Global Think Tanks Index Report published by the University of Pennsylvania Think Tanks and Civil Societies Program (TTCSP).



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