



*Empowered lives.
Resilient nations.*

Promoting Gender Equality and Women Empowerment

**OUR
JOURNEY
1988 - 2017**



UNDP-UGANDA OUR JOURNEY

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Ms. Rosa Malango

United Nations Resident Coordinator /
UNDP Resident Representative Uganda

Today we live in a world of great opportunity and even greater challenges. Climate induced food insecurity, extreme weather conditions, deforestation, civil strife, slavery, abuse of women and girls, terrorism and extreme violence are some of the challenges facing nations and communities who want to improve their quality of life, increase prosperity and protect their share of the planet. According to estimates, the world will have a total population of 8.5 billion by year 2030; 9.7 billion by year 2050 and exceed 11 billion in year 2100. Africa is predicted to account for more than half of the world's population growth between 2015 and 2030.

At the current growth rate, Uganda's population is projected to grow to over 61 million by year 2030. No country, community, or economy can achieve its potential or meet the challenges of the 21st century without the full and equal participation of all its inhabitants - women and men, girls and boys. A rights based approach to development and economic transformation that places people and planet at the center - has become a must. We must narrow the divide between men and women regardless of ethnicity, religion or origin if we are to achieve the World we want by 2030 and have a planet to live on in the long term.

We must invest in protecting our children, especially our girls and all societies must respect women and their ability to contribute to the wellbeing of families, communities, nations and the World. By 2030, we should have evidence of how gender equality helped to accelerate efforts by communities and nations to reduce poverty, attain sustainable development and sustain peace.

UNDP will be a key partner for nations and communities committed to women empowerment and the protection of girls. UNDP focuses on gender equality and women's empowerment as a human right and as a key step in the pathway to achieving Agenda 2030 and its principle of leaving no one behind! UNDP coordinates global and national efforts to integrate gender equality and women's empowerment into poverty reduction, economic transformation, democratic governance, effective institutions, crisis prevention and recovery, environment conservation and sustainable development.

Since the 1990's, UNDP produces an annual Human Development Report on a range of important subjects. In 2016, it produced a landmark regional report on "Accelerating Gender Equality and Women's empowerment in Africa" to emphasize the cost of the gender-gap in the economy of African Nation States. Through our global network, we work to ensure that men and women have a real voice in all governance institutions, from the judiciary to the civil service, as well as in the private sector and in civil society.

Our focus is to ensure they can participate equally and meaningfully in public dialogue and decision-making and can influence decisions that will determine the future of their families, communities and countries.

Uganda has made significant progress in the advancement of gender equality and empowerment of women in political, economic and social spheres. Particular progress has been made in the public sector where women have and continue to serve in important decision making positions.

We recently launched the UNDP Gender Seal for Private Enterprises in Uganda - the first country in Africa to join this initiative! It is our hope that this commitment by 13 private sector companies will serve as an inspiration for other companies in the private sector. Cultural and traditional leaders also include effective women leaders focused on ensuring positive transformation among younger generations.

Uganda has over 34.9 million inhabitants and is hosting more than 1 million refugees – the biggest caseload in Africa – this includes more than 17.8 million women and girls who can and should contribute to Uganda's sustainable development, environment friendly industrialization and national security.

UNDP has been honored to be a part of Uganda's gender journey that is well captured in this publication. I look forward to hearing your comments about this journey and wish you all happy reading!!!



Ms. Almaz Gebru

UNDP Uganda, Country Director

Over twenty years ago, we were buoyed up by the unified determination and conviction of the Beijing Declaration and Platform for Action – a world of equality between men and women. Generations have been—and continue to be—inspired by this blueprint for Gender equality and Women’s Empowerment (GEWE). The Beijing plus 20 Assessment Report recognizes that whilst there has been progress in achieving gender equality and women’s empowerment goals; this progress has been uneven and slow.

For UNDP, Gender equality and the empowerment of women, is an integrated part of its development mandate; and this is because, gender equality is a human rights issue and a driver for development process. In its latest Gender Strategy, UNDP recognized gender equality both as “an essential development goal on its own and as vital to accelerating sustainable development”. To date, the gender equality results have been supported by its accountability framework that includes continued development of tools and approaches.

Its latest innovative approach to increase capacity and accountability for gender mainstreaming is what is called "Gender Equality Seal". The UNDP Gender Equality Seal is an innovative tool that establish standards that link gender equality at the workplace with development results. Uganda becomes the 1st African Country to adopt the Gender Seal to the private sector and 13 companies have already signed-in and more are in the process!

The Seal can also be used by public sector – and it complements the Government Uganda's own Gender and Equity Certificate The Gender Equality Seal is a corporate certification programme that recognizes the good performance of UNDP Country Offices in delivering transformational results for gender equality.

The Seal assess 7 Performance Areas namely: Management Systems for Gender Equality; In-house Capacities; Enabling Environment; Knowledge Management and Communication; Programmes and Projects; Partnerships; and Impact and Results. UNDP Uganda, by adopting the Gender Equality Seal initiative, we were able to develop transformative agenda to support the national gender equality agenda and deliver on the Sustainable Development Goals; while reflecting on our past 29 years of close collaboration and engagement with various actors within the Country.

Our journey since 1988 - as depicted in this publication - in advancing gender equality and the empowerment of women agenda in Uganda, is a testimony of our enhanced partnerships and continuing commitment. The UNDP Gender Journey in Uganda is a narrative of the key contributions and milestones reached by the country office from 1988 to 2017.

It begins with pre-MDG era in which UNDP supported the government of Uganda to establish an institutional mechanism for building the capacity of women leaders, and national machineries for leading and coordinating gender mainstreaming across government. This is followed by a period of localization of global policy and planning innovations in line with the MDGs, followed by an explicit commitment to gender equality and women empowerment under the Agenda 2030.

Enjoy the travel through the periods with an eye in accelerating SDG 5!

About UNDP

The United Nations Development Programme (UNDP) is a global development network operating in nearly 170 countries and territories. Founded in November 1965 (became operational in January 1966) by the United Nations, the network aids countries in identifying and implementing their own solutions to global and national development challenges. UNDP advocates for the eradication of poverty and reduction of inequalities and social exclusion. The promotion of gender equality and empowerment of women are central to its mandate and fundamental to its development approach.

The integration of gender equality into UNDP's development work started in 1975 when the Women in Development Unit was established after the first UN Conference on Women in Mexico City that year. In 1987, following the third United Nations Conference on Women of 1985 in Nairobi, the Unit was elevated to a Division. For greater impact, this Gender in Development Division was officially established in 1992, and later converted into the Gender in Development Programme (GIDP) with a mandate to facilitate the implementation of UNDP gender equality policy.

To this very date the UNDP has a global Gender Equality Strategy (2014-2017) which provides for system-wide collaboration in relation to gender mainstreaming. It is through this global strategy that UNDP takes a multidimensional approach to advancing gender equality and women's empowerment as a means and end to sustainable development.

In line with its Agenda 2030, which includes Sustainable Development Goal 5 (Achieve gender equality and empower all women and girls), UNDP supports sister UN agencies and partner countries to deliver on gender mainstreaming programmes and national gender policies.

Uganda is a Delivering-as-One (DaO) country and UNDP, together with the UN Country Team and guided by the UN Development Assistant Framework (UNDAF) continues to play critical role to ensure gender equality and the empowerment of women and girls.

GENDER EQUALITY IN UGANDA: FACTS AND FIGURES

50:50
Ratio of girls to boys enrolling into primary school



51%
Female population

49%
Male population

0.529
2014 UNDP Gender Inequality Index



35%
Percentage of seats held by women in parliament



39%
Gender wage gap in the private sector

7.5
Hours per day spent by women on unpaid care work



53%
Female proportion of economically active population

90%
Percentage of girls relative to boys enrolling into secondary school

According to national statistics and the 2015 MDG report, Uganda has passed laws and policies that accord equal status to women and men, and has attained gender parity in primary and secondary school enrollment. But the country is yet to overcome gender inequality in access to services and opportunities, like employment and financial services; partly because of social norms that serve to reinforce the subordinate status of women and downplay their contribution as well as the potential they have for the country's transformation and prosperity.

SECTION ONE

**Our Gender Journey
in Uganda 1988-2017**

The UNDP Gender Journey in Uganda is a narrative of the key contributions and milestones reached by the country office from 1988 to 2017. It begins with pre-MDG era in which UNDP supported the government of Uganda to establish an institutional mechanism for building the capacity of women leaders, and a national machinery for leading and coordinating gender mainstreaming across government.

This is followed by the localization of global policy and planning innovations in line with the MDGs, which included an explicit commitment to gender equality and women empowerment under MDG 3.



The subsequent sections focus on Agenda 2030 and its 17 Sustainable Development Goals (SDGs), which have provided a framework for renewing UNDP's partnership with the private sector, in regards to promoting gender equality and women empowerment in collaboration with the Ministry of Gender, Labour and Social Development (MGLSD).

From 1988, UNDP provided the technical capacity needed by women leaders to advocate for a national gender machinery. In February 1998, the Ministry of Gender, Labour and Social Development (MGLSD) was set up as the lead government agency for gender mainstreaming.

Ambassador Rebecca Amuge Otengo, (then Minister of State for Northern Uganda) casts her vote during the 2011 national elections - With our support, more women in Uganda are voting and participating in politics, critical to improving democratic governance in the country.

1988-1999

Institutional Capacity Building for Gender Equality

Gender equality cannot be effected, unless a country has established institutional mechanisms for mainstreaming gender in policy design and implementation, public financing, statistical production, and performance measurement systems.

In 1988, UNDP provided technical capacity to women leaders within government and non-government organisations, particularly Action for Women in Development (ACFODE) and the National Resistance Movement Women's Desk. Women from these organisations were trained and supported to attend the third United Nations World Conference on Women.

As a follow-up to the third United Nations World Conference on Women, a seminar, focused on sharing the outcomes of the world conference, analysing the issues and their relationship to the Ugandan situation, and drawing up follow-up programmes relevant to this country, was held. It was attended by 317 women, 120 of whom were from the rural areas.

At the same seminar, ACFODE publicly pressed for a ministry for women, a women's desk in all ministries, and women representation at all levels in local government. ACFODE also called for the repeal of the 1978 Decree which had created the National Council of Women and also asked for an independent umbrella organization for women which advocated for the establishment of Ministry for Women in Development under the President's Office.

This was a landmark since Ministry served as the national machinery for the advancement of women. This was followed by the creation of women's desks in other government

ministries and in public offices (local government). In February 1998, the Ministry of Gender, Labour and Social Development (MGLSD) was established.

The MGLSD plays the lead political and technical role in mainstreaming gender into government policy and programming, together with gender focal persons and units in different ministries, including Water and Environment; Agriculture; Health; Defence and Security; Trade and Cooperatives; Housing and Urban Development; Local Governance; Energy and Mineral Development; Transport and Works; and Internal Affairs.

At district level, the 2001 Amendments of the Local Governments Act (1997) provided not only for one-third representation of women in local councils but also on statutory bodies that make decisions in the day to day activities including Local Government Technical Planning Committees, Accounts Committees, and Contracts Committees. With support from UNDP, Uganda has been able to establish an institutional framework for gender mainstreaming that cuts across different levels of government and policy domains.



Women in a community group meeting in Kotido district to discuss how to share the savings from the Village Savings Loans Association (VSLAs).

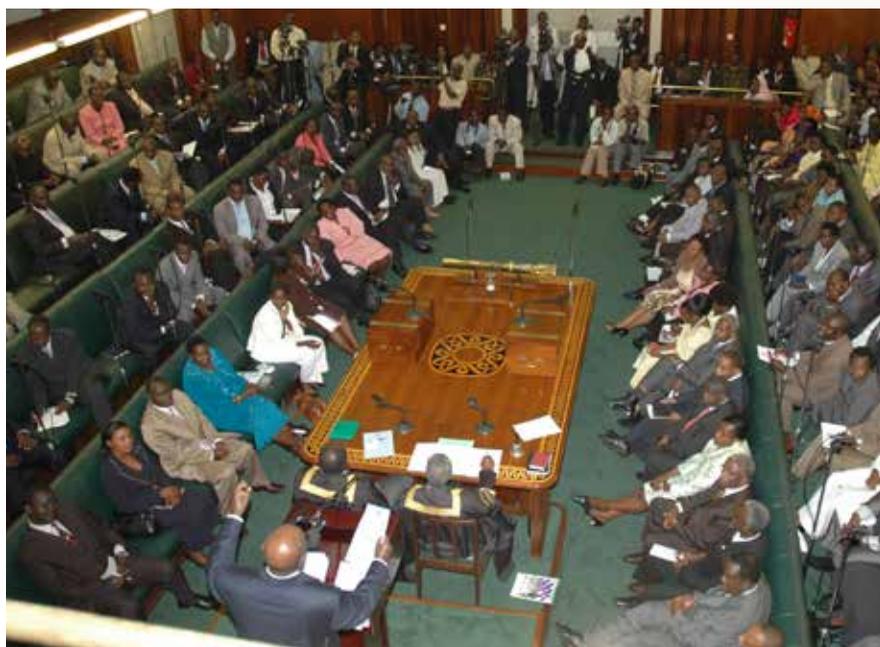
 2000-2014

THE MDG ERA: Localization of Global Initiatives for Policy Planning and Implementation

In the course of the 1990s, poverty reduction was adopted as an overarching goal by almost every major international and bilateral development agency and as the basis of development co-operation. In 1996, the Organization for Economic Cooperation and Development (OECD) countries laid out their strategy for the twenty-first century in terms of a number of International Development Targets (IDTs).

These were based on agreements that had been reached in various meetings during the 1990s. The first target was halving world poverty by 2015. The IDTs were subsequently revised to become the basis of the Millennium Development Goals (MDGs), agreed to at the United Nations Millennium Summit in September 2000 and subscribed to by 189 governments across the world.

The Millennium Declaration laid out a number of key development goals framed to reflect its fundamental values.



H.E President Yoweri Museveni addresses a parliamentary seating. With UNDP support, a gender-responsive budgeting framework was adopted by the Parliament of Uganda, catering equally to men, women and children.

With support from UNDP a gender-responsive budgeting framework was adopted by the Parliament of Uganda, catering equally to men, women and children



UNDP Administrator Helen Clark meets with Ms. Rebecca Kadaga, the Speaker of Parliament during her 2013 visit to Uganda. Ms. Kadaga thanked her for UNDP's work towards gender budgeting.

Along with the reduction of poverty, hunger, and gender inequality, these included commitments to the promotion of environmental sustainability and development partnership.



The MDGs included an explicit commitment to gender equality because it is more pervasive and a feature of social relations in most societies, when compared to other forms of inequality e.g. race in apartheid South Africa, caste in India or class in Brazil. As such, MDG 3 focused on promoting gender equality and empowering women, thus shaping development thought and practice around policy-making, planning and budgeting, indicators and related statistical capacity-building programmes.

2000

Gender and Development Index

Promoting gender equality and empowering women under the MDG era implied that data disaggregated by gender is key to tracking progress towards MDGs at global and national levels, as well as facilitating decisions about which national priorities to plan for and finance in order to attain gender equality. In 2000, UNDP supported the Government of Uganda to develop a Gender Thematic Guidance Note which is used to apply a gender lens to human development statistics and monitoring mechanisms.



As part of resilience building for vulnerable communities in Karamoja, UNDP and the Government of Japan distributed various materials including the goats.

This provided Uganda with indicators that enabled the country to design and measure its first national Gender and Development Index (GDI). The index measures gender-based inequalities using three dimensions: reproductive health, empowerment, and economic activity. To-date, the GDI has evolved into the Gender Inequality Index (GII) to enable countries show the loss in human development due to inequality between female and male.

The GII has helped the government of Uganda, development partners, and the international community to evaluate and report progress on the implementation of global and regional commitments. For instance, the 2014 MDG Report for Uganda used the GII to show that gender mainstreaming in government



Following a Shs 27million (\$10,000) grant from UNDP, Aporu Womens' Group in Panyangara Kotido district bought a grinding mill which has enabled them to generate income that is directed to a revolving fund to provide start-up capital for members who wish to start businesses.



A young woman in Kabong district started her small business selling clothes after getting a start-up loan from a UNDP project.

programmes has been limited to closing numerical gaps in education, health and political participation.

In addition, projects on micro-credit for women farmers and social protection used the GII. Uganda's Vision 2040, NDP II 2016-

2020, and the Social Sector Development Plan III (SSDP III, 2015-2020) have also used the GII to demonstrate the importance of placing gender equality at the core of inclusive economic growth, governance and human capital development.

2006

Gender Responsive Budgeting

National policies, plans, and budgets need to recognize the roles and contributions of men, women, boys, and girls, and address their needs equitably. Gender-responsive planning and budgeting ensures that fiscal resources are generated and allocated in a way that affects women and men equitably.

UNDP started supporting Gender Budget Projects amongst CSOs as early as the year 2000. For example a Gender Analysis of Uganda's 2003-2004 budget was prepared by the Forum for Women in Democracy (FOWODE). For a start, a gender analysis of Uganda's 2003-2004 budget was prepared by FOWODE. The report discussed some of the emerging gender issues and concerns in the 2003-2004 Ugandan budget, potential gendered outcomes, as well as recommendations for achieving future gender-sensitive budgets.

Within government, UNDP strengthened the capacity of policy makers and implementers of government programmes on gender responsive budgeting. Our approach has been transferring knowledge and

expertise, through a project team funded by UNDP (with local contracts issued and supervised by government), within the national gender machinery and gender focal points in sectors, and using local mechanisms to implement the project with a clear strategy to strengthen the capacities of the national system and ideally move towards complete integration within the ministry system.

In 2006, UNDP, with support from the Japan Women in Development Fund, supported MGLSD and the Ministry of Finance, Planning and Economic Development to develop gender budgeting guidelines for district and sub-county local governments.

This was followed by a series of capacity building initiatives, for planners in selected Ministries and local governments, on Gender and Equity Budgeting.

This created the momentum and entry points for implementing the 2001 amendments to the Local Governments Act (1997). The amendments require statutory bodies at local government level (Local Government Technical Planning Committees, Accounts Committees, District Service Commissions and Contracts Committees) to integrate gender issues into their decision-making processes. For example, in the recruitment of local government staff, budgeting, and awarding of contracts for public works.

Between 2010 and 2013 UNDP supported the Parliamentary Budget Office, the Ministry of Gender, Makerere University School of Women and Gender Studies, and Development Alternatives, to implement a Gender Budget Project for Northern Uganda Recovery, Reconstruction and Development (NURP). The Gender Budgeting Project enabled the National Gender Machinery to execute its mandate, especially in the conflict-affected region, and to offer oversight policy guidance to the collaborating agencies.

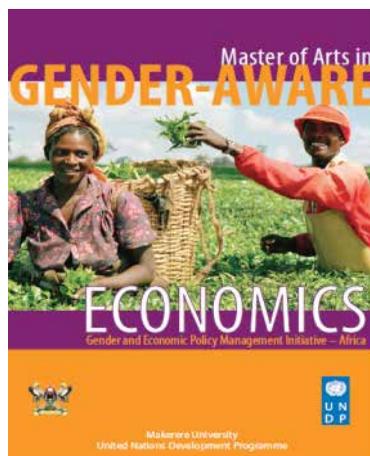


UNDP and Parliament of Uganda conducted trainings on gender budgeting for local government officials in Northern Uganda.

 2010 - 2011

Gender and Macro-economic Policy Management Initiative

Economists have conventionally viewed public policy as a benefit to all and markets as places where individuals meet to engage in economic transactions guided by the pursuit of private gain. From a gender lens, reduced private sector credit growth, for example, can negatively impact sectors like agriculture and cross-border trade where women-owned enterprises dominate and where women's labour is deployed. This is why UNDP introduced the Gender and Economic Policy Management Initiative (GEPMI) to increase the effectiveness of economic policies and poverty reduction strategies in Africa so that they benefit poor women and men more equitably.



In June 2010, UNDP supported Makerere University to start a Masters of Arts degree in Gender Aware Economics (MAGAE), the first of its kind in an African university. The post graduate course was developed by Makerere University together with American University, Essex University, Sussex University, the Central Bank of Kenya, and the Nigerian Institute of Social Economic Research. In the first cohort, 27 (14 males, 13 females) students enrolled. Twelve were Ugandans, 5 (2 males, 3 females) of whom were sponsored by UNDP. In the second intake, a total of 17 (9 males, 8 females) students were registered: Six were Ugandans, 5 (3 males, 2 females) of whom were sponsored by UNDP.

Most of the graduates of the programme are now working in key Government Ministries, Departments and Agencies within Uganda and the East African region. One of graduates, Ms. Stella Nassolo, is a Gender Statistician at the Uganda Bureau of Statistics (UBOS) engaged in developing gender disaggregated data which is used for influencing

development planning. "Before attending the GEPMI course at Makerere University, many of us were not aware of the economic importance of care work undertaken by women in the home, and how to make such work visible in public policy. If policy makers neglect the supply side of care, that is, who provides care, under what conditions, and at what cost, then the quality of the human capital needed for our country's development might be compromised," said Edna Akullo, former Economics student at Makerere University and now Gender statistician at UN Women-Uganda.

The support to establish the Masters programme was part of the Global Gender and Economic Policy Management Initiative (GEPMI). The initiative aims at accelerating achievements of the Millennium Development Goals (MDGs) by making economic policies and poverty reduction strategies that deliver results equitably to women and men.

2012 - 2013

Participatory Gender Audit

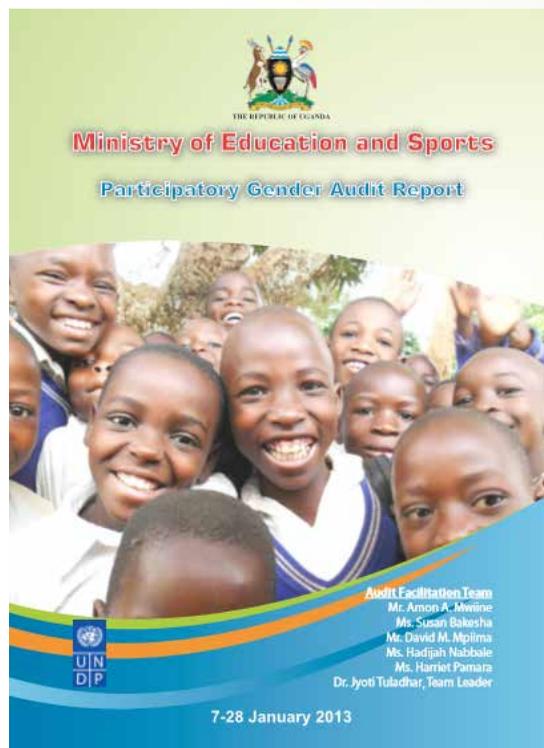
Addressing gender inequalities related not only to MDG 3 (in which gender equality is the subject in its own right) but also the institutions in and outside government whose organizational policies and practices can hinder delivery on the targets of MDG 3.

Participatory Gender Audit (PGA) was initiated as an assessment and learning methodology for ensuring that good gender policy intentions do not fail to be followed through in organizational practice, and that there are effective mechanisms, essentially 'political' and 'technocratic' procedures, for mainstreaming gender in organizational processes.

Through the UN Joint Programme for Gender Equality (JPGE), the UN agencies and the Government of Uganda committed to carry out the Participatory Gender Audit (PGA)³, with the aim of establishing a baseline for gender mainstreaming in the UN agencies and government ministries, departments, and agencies (MDAs).

Several preparatory activities were planned and one of them was to create a pool of local PGA experts who were to push forward the process of gender mainstreaming even beyond the timeframe of the UN Joint Programme on Gender Equality.

1. Participatory Gender Audit is a self-assessment tool and process based on a participatory methodology which is used to ensure that Gender Mainstreaming is carried out effectively within an institution. PGA includes the following: • It considers whether internal practices and related support systems for Gender Mainstreaming are effective and reinforce each other and whether they are being followed; • It monitors and assesses the relative progress made in Gender Mainstreaming; • It establishes a baseline; • It identifies critical gaps and challenges as well as documents good practices towards the achievement of Gender Equality; • It recommends ways of addressing them and suggests new and more effective strategies.



To that effect, UNDP organized a training to create a pool of National PGA facilitators who are currently providing gender equality knowledge to the different government MDAs and UN agencies. The National PGA facilitators also carried out several Participatory Gender Audits in six government entities and two United Nations agencies. These included Ministry of Gender, Labour and Social Development, Ministry of Local Government, Ministry of Finance, Planning and Economic Development, Ministry of Education and Sports, Uganda Bureau of Statistics, and National Planning Authority. While UNDP Uganda and UN Women were the UN Agencies that were audited.

The PGA reports have since influenced country's laws, policies, technical work, operational activities and support services. Below are some of the vivid examples that resulted from the implementation of the PGA recommendations.

- From the UNDP Country Office PGA report (2012), it was recommended that a Gender Focal Point team be instituted to support the mainstreaming of gender in both the country programme and operations. This was implemented and currently the CO has a gender focal point team for both programme and operations. The team is chaired by the Country Director who is very passionate about gender equality. Thus, the CO's gender assessments have improved as majority of decision making (senior management) positions are occupied by ladies, thereby prioritizing gender equality in country programme implementation. The CO has also recruited professional gender experts who provide technical advice to the Country programme activities.
- From the Ministry of Education and Sports PGA report (2013), the finalizing and operationalizing of a Gender in Education Strategic Plan document was recommended to help curb the challenges in the Universal Primary and Secondary Education programmes. The Gender in Education Strategic Plan was finalized and is currently operational. One of the activities in this plan is providing sanitary towels to keep the girl child in school which government is considering.
- It was also recommended in the PGA report for Ministry of Gender, Labour and Social Development (MoGLSD) that the ministry needed to play a stronger leading role in combining the expertise of different sectors and improving collaboration for gender mainstreaming among sectors. This was executed as the ministry developed a strong productive relationship with Ministry of Finance, Planning and Economic Development (MoFPED), particularly regarding gender budget instruments. Consequently, the Budget Monitoring Unit (BMU) of the MoFPED introduced gender budgeting into the Budget Call Circular, calling upon sectors to demonstrate how gender objectives will be put into action through the clear demarcation of resource allocation to these areas.
- Other examples of success stories from the PGA reports of government entities also include those from UBOS and NPA that have further influenced the planning and implementation of government development programmes while considering gender equality issues. This is evident in the National Development Plans and ministerial policy statements.
- There are several other recommendations that have so far been applied within the different government MDAs and UN agencies.

2014

Gender Equality in Public Administration

Public administration is the bedrock of the government and the central instrument through which national policies and programmes are implemented.

Despite the fact that the internationally agreed target of a minimum of 30 percent women in leadership positions applies equally to public administration as it does to politics, women remain underrepresented in decision-making in public administration. In many developed and developing countries, public administration often remains a patriarchal institution, perpetuating gender-biased traditions, attitudes, and practices.



Rt. Hon. Rebecca Kadaga Speaker of Parliament of Uganda conducting a parliamentary outreach in Moroto District the outreaches are intended to enhance the role of Parliament in Governance.

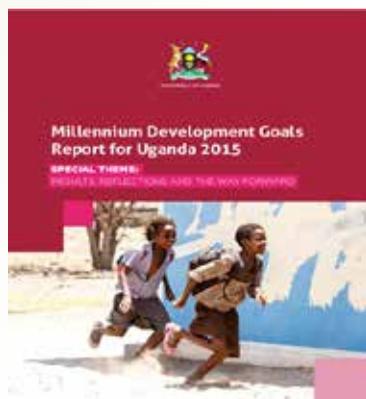
In response to these challenges, UNDP's Global Initiative on Gender Equality in Public Administration (GEPA) was developed, with two key priorities: (i) Supporting women's empowerment and expanded participation and leadership in the executive branch of the state; and (ii) Contributing to the availability of up-to-date information on gender equality in public administration and of evidence and analysis to facilitate informed policy and decision-making.

As a way of localizing GEPA, UNDP engaged the Ministry of Public Service and the Ministry of Gender, Labour and Social Development in undertaking

extensive research based on available national data, to analyse the obstacles in the way of women's equal participation and decision-making in public administration.

The report supported the Ministry of Public Service and gender focal points across ministries, departments and agencies (MDAs) to implement the Gender Mainstreaming Human Resource Call Circular and Manual approved by Cabinet in 2010. The Circular requires MDAs to ensure that equal opportunity for women and men is systematically embedded and tracked in recruitment, training, promoting and compensation of public servants.

Concluding on the MDGs: what the evidence shows



In the final year of the MDG era (2015), UNDP supported government to undertake an assessment of the results attained through Uganda's efforts over 15 years. In regards to MDG 3 (the overarching gender equality goal, which encompasses parity in education, political participation, and economic empowerment), Uganda has made significant progress.

The target of having the same number of girls as boys in primary school has been achieved, reflecting government's continuous efforts to improve access to education. The ratio of girls to boys in primary school now stands at 100%, up from 93.2% in 2000.

Significant progress has also been achieved at the secondary and tertiary levels, with the ratio of girls to boys now close to 90% and 80% respectively.

100%
Ratio of girls to boys enrolling into primary school

Although learning opportunities are available to both genders, socioeconomic factors and cultural and religious practices as well as school-specific factors such as sanitary facilities and effective counselling services still have important impacts on girls' enrollment.

90%
Ratio of girls to boys enrolling into secondary school

Uganda is one of only eight countries in the world with more than 30% of the seats in the national parliament held by women. More than one in every three members of parliament (35%) is a woman. This is largely attributed to the quota system that requires every district to have a woman MP-112 women representatives out of the 130 women MPs are elected in this manner. Women occupy 24% of cabinet positions, including

senior ministerial portfolios such as Security, Energy and Minerals, Education, Trade and Industry, and Tourism. The National Gender Policy introduced in 1997 has been successful in raising awareness of gender inequalities at all levels of Government and within society. Nevertheless, gender inequality persists and women continue to face discrimination, particularly in access to economic opportunities and ownership of assets.

35%
Proportion of seats held by women in parliament

Cultural norms that define social standards of appropriate and inappropriate behaviour still hamper attainment of gender equality. The key manifestations of these norms include: (i) the widespread acceptance of violence as an appropriate method of resolving spousal conflict; (ii) that men have a right, bolstered through bride price, to exert power and control over women, including through violence; (iii) the persistence of early (child) marriage for girls under 18ⁱⁱ.

Lessons from the MDG Era



While MDG 3 reflected important dimensions of gender inequality, the aggregate focus on closing gender gaps in education, political participation, and women economic empowerment fails to address critical issues such as violence against women, inequalities in the division of unpaid care work, women’s limited access to assets, violations of women’s and girls’ sexual and reproductive health and rights, and their unequal participation in private and public decision-making beyond national parliaments.

Attending to these under-achieved and unattended-to gender issues under the MDG era calls for a change of approach.

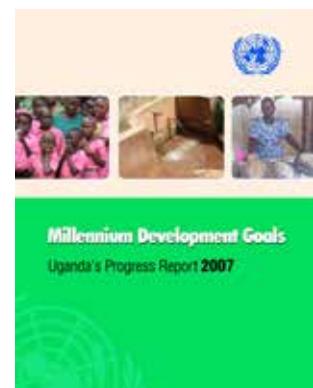
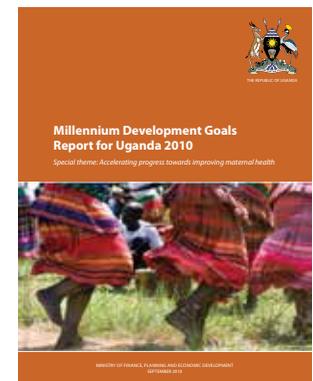
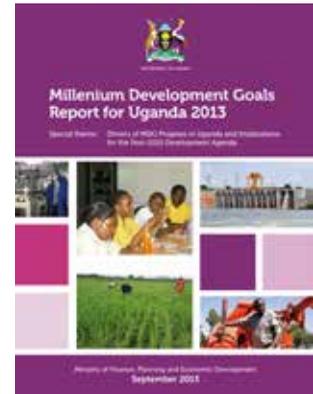
80%
Ratio of girls to boys enrolling in tertiary education

The MDGs lent themselves to quantitative measurements of gender equality that could easily reveal numeral gains, but not necessarily the gender power relations that underlie the inequalities in access to services and opportunities at household, community, national and global scales.

49.5%
Women that are economically active in the agricultural sector

The multi-layered and planetary nature of gender inequality does not necessarily mean transfer and exchange of international best practices, but rather opens up space for interfaces between policy-makers, the private sector, academia, civil society and grassroots agents to learn from each other and innovate approaches and tools that can incrementally and sustainably

transition the globe into an era of gender parity –where women’s and men’s status is equal to their numbers and the potential they offer economies and society to prosper.



AGENDA 2030

The Sustainable Development Goals



Agenda 2030, which comprises of 17 Sustainable Development Goals (dubbed as the global goals), was signed by world leaders in September 2015 at the United Nations General Assembly in New York, with representatives from the private sector, civil society, and development partners. The global goals mainly focus on ending poverty, reducing inequality, zero hunger, good health, quality education, decent work, and

economic growth among others as the means to sustainable development.

The SDGs and targets will stimulate action over the next fifteen years in areas of critical importance for humanity and the planet. Therefore, the localization of the 2030 agenda is a multi-dimensional process that requires facilitation on the local, national, continental and global level through Civil Society, governmental- as well as non-governmental actors.

The SDGs and targets will stimulate action over the next fifteen years in areas of critical importance for humanity and the planet.

Zooming in at SDG 5

Since women make up for a very vital part of the world's economic, social and political lives, but then due to discrimination against them their potentials and utility never get to be exploited fully in developing countries, Agenda 2030 includes a standalone goal on gender equality and women empowerment (SDG 5). If the SDG 5 and its nine (9) targets (box 1 above) gets to be achieved before 2030 and all women get equal chance and freedom to contribute to the development of their countries, hunger and poverty cases will reduce significantly. And, by the end of the century, more than half of the third world countries will have fully developed.

Therefore, gender equality and the empowerment of women is a necessary piece in the foundation for a peaceful and prosperous world, and innovative frameworks of action for implementing SDG 5 can help fuel economic growth and benefit societies and the human race at large.



THE 9 TARGETS UNDER SUSTAINABLE DEVELOPMENT GOAL# 5

1. End all forms of discrimination against all women and girls everywhere
2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
3. Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
4. Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility with in the household and the family as nationally appropriate
5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
6. Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the programme of Action of the International conference and Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
7. Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
8. Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.
9. Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

Adoption and localisation of SDGs

In Uganda, government, civil society, and private sector institutions have been supported by UNDP on how to convert SDGs into tangible development strategies and interventions for better development outcomes that demonstrate progress towards 'leaving no one behind'. Through UNDP's support, Uganda is now one of the first countries worldwide to have full alignment with the new agenda, with 76% of the SDGs and all applicable targets addressed through NDPII.

Moving towards implementation, it will be crucial to continue capacity building on Central- and Local Government level to ensure the translation of the SDGs into Local Government plans and to facilitate their implementation. Uganda's Civil Society is taking a very active role in the process of localizing Agenda 2030. Over 70 CSOs are currently collaborating under 'Action 2015', a coalition to raise citizen engagement in the process to inform and to advocate for an active SDG implementation process that is embedded into Uganda's society.³

To drive inclusive implementation of the SDGs, UNDP also works with national partners to support approaches that reduce or eliminate the barriers, often invisible, to women's economic empowerment. This includes building the requisite institutional capacity within government to mainstream gender policy implementation, supporting partners to ensure gender-responsive governance of ecosystems and natural resource management, and collaborating with private sector companies on overcoming gendered biases in their business practices, using a methodology and capacity development strategy known as the UNDP Gender Equality Seal for Public and Private Enterprises (GES).

Through UNDP support, 76% of all SDGs and targets are aligned and integral to the implementation of the Second National Development Plan (2015/16-2019/20)

3. http://www.unug.org/sites/default/files/reports/Post%202015%20Localization%20Workshops_final%20report.pdf

SECTION TWO

**The Gender Equality
Seal: A Vehicle for
Implementing SDG 5**

Many countries are facing challenges in terms of having a harmonized framework of action through which public and private sector programmes on gender equality can be aligned to SDG 5.

To address the challenge, the United Nations Development Programme (UNDP) introduced the Gender Equality Certification Programme for Public and Private Enterprises (GES) as an institutional innovation to promote gender equality and women's empowerment at the work place and in the market place.

The GES serves as a learning platform for public and private institutions on how to fine-tune their corporate policies and strategies to address gender equality at the workplace, while documenting innovations and showcasing the impacts of their interventions. The key areas for Gender Equality Seal certification include:

1. Eliminating gender-based pay gaps
2. Increasing women's roles in decision-making
3. Enhancing work-life balance
4. Enhancing women's access to non-traditional jobs
5. Eradicating sexual harassment at work
6. Using inclusive, non-sexist communication

In response to the growing demand, UNDP is now preparing to work with partners in every region to adapt and implement the Gender Equality Seal Certification Programme for Public and Private Enterprises³.

3. <http://www.undp.org/content/undp/en/home/ourwork/gender-equality/institutional-innovations-for-gender-equality/-certification-programme-for-public-and-private-enterprises.html>

How does the UNDP Gender Equality Seal complement government policies?

For government, the Gender Equality Seal complements the Gender and Equity Certificate that is used to assess the gender responsiveness of sector plans and budgets, as provided for by the Public Finance Management Act (PFM, 2015), sections 9 [6] and 13 [15(g)] of the Republic of Uganda.



The UNDP Gender Equality Seal can offer government entities methods, tools and indicators for measuring the gender effects of sector and local government plans, budgets and programmes, thus enhancing national capacity within MGLSD, the Equal Opportunities Commission (EOC), and Ministry of Finance, Planning and Economic Development to lead on integration of gender and equity in public finance management.

The GES can also support the Ministry of Public Service and gender focal points across ministries, departments and agencies (MDAs) to implement the Gender Mainstreaming Human Resource Call Circular and Manual approved by Cabinet in 2010. The Circular requires MDAs to ensure that equal opportunity for women and men is systematically embedded and tracked in recruitment, training, promoting and compensation of public servants.

At district level, the GES can provide statutory bodies at local government level (Local Government Technical Planning Committees, Accounts Committees, District Service Commissions and Contracts Committees), with the tools to implement the 2001 Amendments of the Local Governments Act (1997). The Amendments require statutory bodies at local government level to integrate gender issues into their decision-making processes, for example, in the recruitment of local government staff, budgeting, and awarding of contracts for public works.

Therefore GES is an appropriate methodology for capacity development and setting up systems and processes to ensure sustained implementation of the gender and equity initiatives at different levels of government.

Why the UNDP Gender Equality Seal is good for the private sector

The Gender Equality Seal certification programme provides private companies with a mechanism to level the playing field for both women and men at the work place. It helps companies to make their human resource management systems equitable and more gender sensitive. Working to achieve the Gender Equality Seal helps management of private companies understand how their decisions affect female staff compared to male colleagues, how gender pay-gaps come about and how to design work-life-balance initiative to enhance employee performance.

The GES can also catalyse innovations around gender-appropriate product designs and customer services. For instance, Telecoms can use information from GES process to design Service Data Codes (USSDs) that enable women check

and converse about where to get the cheapest fertilizers and medicines for their families. Hotels can adopt GES benchmarks and indicators to design a gender disaggregated customer feedback system, since women are often concerned about ambiance, desserts and the friendliness of waiters and waitresses, while men are usually focused on equipment in the gym, swimming pool and the minibar.

These innovations signify that gender equality in the work place and market competitiveness are prerequisites for each other, and that GES can yield business practices that cannot be easily emulated by a company's competitors.

How does an organization implement the UNDP Gender Equality Seal?

Originally pioneered in Costa Rica, Uruguay, Brazil, and Chile, the GES is now expanding globally. Over 400 companies across eleven countries of Latin America have been certified since 2009. These companies have reported witnessing a broad range of benefits including; a better work environment, greater productivity, efficiency, improved relationships among staff, employee commitment, and reduction in absenteeism, and attraction of diversity of talent. To replicate this, a participating organization must go through a series of ten steps, outlined in the diagram.

Working to achieve the Gender Equality Seal helps management of private companies understand how to design work-life-balance initiative to enhance employee performance.

Ten Steps to Earn the Gender Equality Seal



The Uganda Case... Implementing the Gender Equality Seal for Private Enterprises



Patrick Bitature, the Chairperson of Private Sector Foundation Uganda (PSFU) & SDG 8 ambassador for Uganda together with Ms. Almaz Gebru, the UNDP Country Director sign the declaration pledging to adopt to the Gender Equality seal as well as make business more supportive of the new Sustainable Development Goals in August 2016.

The private sector has been part of but not fully engaged in promoting gender equality and women's empowerment in accordance with international norms and standards which are enshrined in the Beijing Platform of Action (1995), and SDG 5. To address the challenge, the United Nations Development Programme (UNDP) in Uganda collaborated with the Private Sector Foundation-Uganda (PSFU) and the Ministry of Gender, Labour and Social Development (MoGLSD), to domesticate the UNDP Gender Equality Seal Certification Programme for Public and Private Enterprises (GES).



On 16th August 2016, PSFU signed up to the Gender Equality Seal and offered to have its members implement it in the presence of the Ministry of Finance, Planning and Economic Development (MoFPED) as well as MoGLSD. According to PSFU Members, the Gender Equality Seal will position them as businesses that sustain value for stakeholders and customers while demonstrating lasting commitment to sustainable competitiveness for sustainable development.

By closing the gender gaps across business functions, companies will boast employee productivity, customer satisfaction, create inclusive corporate climate and business practices that attract and retain talent plus clientele³.

4. <https://www.use.or.ug/content/psfu-signs-mou-undp>

Uganda Makes History: 13 companies sign on to the Gender Equality Seal

On 19th October 2016, Uganda made history by becoming the first country in Africa to have 13 companies sign up to implement the UNDP Gender Equality Seal. From manufacturing, ICT and service sectors, the 13 pioneer companies include: Nile Breweries, Simba Telecom, NBS Television, Alam Group of Companies, Graphic Systems, Standard Chartered Bank, DFCU Bank Limited, Finance Trust Bank, Delight Uganda Ltd, Victorious Education Services, Aloesha Organic Natural Health Products Limited, Eye to Eye Consult Limited, and Hostalite Limited.

The seal was signed in the presence of Mr. Abdoulaye Mar Dieye, Assistant Administrator and Director UNDP Regional Bureau for Africa, Ms. Rosa Malango, Resident Coordinator United Nations in Uganda and Resident Representative UNDP Uganda, Ms. Almaz Gebru, Country Director UNDP, Mr. Patrick Bitature, Chairman PSFU, and Mr. Gideon Badagawa, Executive Director PSFU.



Standard Chartered Bank Head of Human Resource, Ms Feezah Kyambadde (Centre) signs up for the Gender Equality Seal Certification Programme for Private Enterprises. Looking on (R-L) is Mr Abdoulaye Mar Dieye, the Assistant Administrator and Director of the UNDP Regional Bureau for Africa; Ms Rosa Malango the United Nations Resident Coordinator||UNDP Resident Representative; Ms Almaz Gebru, the UNDP Uganda Country Director and Mr Patrick Bitature, the Chairman of the Private Sector Foundation of Uganda.



A placard showing the logos for all the 13 companies that signed to the Gender Equality Seal.

The profiles of pioneer 13 companies that signed up for Gender Equality Seal



Aloesha Organic Natural Health Products is a Private Company Limited by guarantee that was incorporated in 2012. We are manufacturers and suppliers of standardized organic food supplements, herbal extracts, phytochemicals and cosmetic herbal healthcare products which have been validated over the years as effective, safe and consistent. We have significant presence in major regions across Uganda and have also greatly penetrated on the international markets.



Nile Breweries Limited is a leading beverage company in Uganda and is a subsidiary of ABInbev, the largest brewing group in the world and is an equal opportunity employer and promotes gender equality within the company Nile Breweries Limited has a strong and clear commitment to Equality, Diversity and Inclusion.



DFCU was established in 1964 as a development finance institution. Over the years dfcu has been associated with many success stories in Uganda's economy in various sectors including transport, education, floricultural, agricultural, manufacturing and agro-processing. DFCU is a universal Bank providing a full range of banking products and services to large corporate companies and institutions, middle size local businesses as well as retail and small businesses.



Delight (U) Ltd is a private limited company, incorporated on the 30th October 1996 in the Republic of Uganda. The company engages in production of fruits and processing of juices under the brand name of "CHEERS".

The company does production of mainly Orchard fruits and seedlings (Mangoes, Guavas, Citrus, Coffee) on 20-acre of land in Senge Wakiso district with poultry structures of a 45,000 birds capacity, 1400 acres in Nwoya district and 20 acres in Tororo (KIDERA Demonstration Farm) with a poultry farm and nursery. The fruits mainly feed into the processing plant in Kwempe with an output of 12,786 Liters of ready to drink juice and 13, 440 Liters of dilute to taste juice per day.



NBS Television is a Ugandan national television that started in mid-2007 drawing on candid reflections of successful television networks from across the world.

NBS is 100% Owned by Ugandans. Surveys on Local Content by Uganda Communications Commission (Industry statistics: UCC 2014), put NBS television as the number one local content provider.



Graphic Systems (U) Ltd (GSUL) is the leading industrial printing and packaging firm in Uganda. GSUL entered the printing sector in 1997 in Kampala, Uganda.

During the last 19 years GSUL has attained growth and experience that brings its unit to the forefront of the Ugandan market.

The vision of GSUL entails the provision of quality products backed up by management and production expertise. Effectively, the aim is to provide our clients, from the largest multinationals to the smallest local firms, a one-stop shop in their backyard.



Hostalite is a leading provider of information technology services in Uganda and the East African region.

We believe that every progressive business or organisation requires a Professionally Designed and mobile responsive Websites hosted on highly effective and secure servers



Standard Chartered Bank Uganda Limited is an international Bank with a rich history spanning over 100 years of existence in the Ugandan market having opened our doors in Uganda on 12th August 1912.

Our core businesses in Uganda are Retail Banking, Commercial Banking and Corporate and Institutional Banking.



Founded in 1998, Simba Telecom was the launch distribution partner for South African telecoms Network MTN in Uganda. Within six months of starting Operations, Simba and MTN were able to sign up five times as many customers As the existing network had been able to sign in four years.

Simba built a large nation wide distribution network and has signed up millions of customers onto the MTN network.



Alam Group of Companies has been in existence for over half a century and is primarily involved in the building and construction industry.

Founded by Manzur Alam, from whom it draws its initials, the company has grown business tentacles with the very aim of serving the building, mechanical and construction industry of East Africa wholesomely.

Our mission is to pursue excellence in manufacturing, agriculture and tourism for the benefit of our clients, the community and environment.



Finance Trust Bank is a fully fledged commercial bank categorized under tier 1 financial Institutions in Uganda. The company has a history of 32 years, having started as an NGO to empower women economically and socially.

Today, Finance Trust Bank has 36 branches which are strategically positioned all over the country serving over 470,000 customers of whom 50% are women and youth.



Victorious Education Services started in 1999 as a Kindergarten with 30 (thirty) children and 3 (three) staff members out of whom 2 were female.

The Institution now has four campuses in Kampala and One campus in Mukono which is a fully fledged boarding school. The Campuses comprise of 3 Kindergartens and 2 Primary Schools with 183 female and 247 male staff totaling to 430 members of staff and about 4000 pupils.



Eye to Eye Consult Ltd is a fully integrated Marketing and Communications Agency. We provide our clients with top notch Design, Branding, Printing, Public Relations, Event Management and Marketing services.

Our team of proactive and passionate professionals is dedicated to helping our clients effectively communicate their brand message.

South to South Cooperation: learning and sharing from the Panama Global Business Forum

In November 2016, UNDP and the Government of Panama hosted the 3rd Global Forum “Business for Gender Equality: Advancing the Sustainable Development Goals.” The Forum brought together business leaders, governments, academia, labor associations and civil society to share best practices for reducing gender gaps in the workplace and to highlight how the private sector can advance gender equality and build inclusive work environments.



The Ugandan Delegation was led by Mr. Gideon Badagawa Executive Director Private Sector Foundation Uganda (PSFU). The 13 participating Companies from Uganda included; Nile Breweries, Alam Group, Graphic Systems, Simba Telecom, Eye to Eye Consult Ltd, Delight Uganda, Aloesha Organic, Victorious Education Services, Finance Trust, DFCU Bank, Hostalite, NBS TV and Standard Chartered Bank. The team was also joined by Ms. Jane Ekapu from the Ministry of Gender Labour and Social Development, Mr. Nicolas Barunde United Nations Development Programme (UNDP) and Ms. Sarah Nakibuuka Bakehena Private Sector Foundation Uganda (PSFU). The delegation was supported by the United Nations Development programme (UNDP).

At the Forum, delegates agreed that by implementing gender equality standards within their own companies, the private sector can ensure equal opportunities for women. This, the delegates concurred, would create an inclusive work environment and help achieve the Sustainable Development Goals (SDGs) especially the ones focused on gender equality (Goal 5), decent work and economic growth (Goal 8) and reduced inequalities (Goal 10).

Post-Panama Progress: Early Success

The Panama trip was a learning and sharing experience for the Ugandan private sector. On return, most companies implemented what they learned from Panama Global Business Forum, and building on the signing up for the Gender Equality Seal for Public and Private Enterprises. There have been successes across the companies as shown in box 3, on how the 13 companies have started to develop standards for meeting gender equality at the workplace after signing up for the UNDP Gender Equality Seal.

Post-Panama - some early successes across the companies

Finance Trust Bank

- Developed 10 savings and loan products specifically for the woman to promote economic empowerment of women
- Put in place a Prevention of Sexual harassment policy
- Revised the maternity and paternity leave policy
- Established a staff welfare committee to oversee staff welfare issues including abuse of authority and sexual harassment
- Developed a loan product for the women staff to promote their economic empowerment

Aloesha Organic

- Revised their HR policy and manual to incorporate mechanisms to prevent of sexual harassment
- Have sensitized staff on the importance of gender equality in the work place
- Developed a programme to include more women folk in their product distribution chain

Victorious Education Services

- Revised staff recruitment strategy specifically targeting recruitment of male staff to be involved in child care for the kindergarten and preprimary sections
- Increased the number of male persons on the Board of Victorious Education Services
- Provision of mentorship to young aspiring women business persons.

Delight Uganda Limited

- Developed a programme targeting women farmers as suppliers for the fruits used in juice processing; as part of their distribution chain; and as a market for the seedlings Delight grows in its nursery beds
- Provision of mentorship to young aspiring women business persons

Simba Telecom

- Revised HR policy to take into account prevention of sexual harassment

The post-panama discussions with the companies featured the following measures:

- Changing organizational structure to have a good gender mix and parity within boards and staffing levels for promoting women in decision-making;
- Experimentation of gender-appropriate product designs and customer services e.g. a gender disaggregated customer feedback system for gathering information that enables companies, for example in cosmetics and manufacturing with support from ICT companies, to design product features and customer services that are hard-to-emulate by competitors while enhancing the art of brand building and marketing amongst employees.
- Training a pool of in-country gender-seal external auditors by relying on the existing gender experts in Uganda, who were partly skilled under GEPMI and PGA. This a strategy and role the Ministry of Gender prefers to take on in partnership with UNDP.
- UNDP will facilitate the building of a compendium of best and promising practices from the 13 pioneer companies to permit knowledge exchange at local to national level, and facilitate south-south cooperation and learning within and beyond Africa.

AT A GLANCE...UNDP-UGANDA GENDER JOURNEY (1988 -2017)



1988-1999

Institutional Capacity Building

UNDP provided technical capacity to women leaders who advocated for the establishment of Ministry for Women in Development in 1988.

In February 1998, the Ministry of Gender, Labour and Social Development was established

2000

Engendering Development Statistics

UNDP supported the Government of Uganda to design and measure its first National Gender and Development Index (GDI),

The GDI guided reporting on MDGs in 2014.

2006

Engendering Planning and Budgeting

UNDP capacitated the National Gender Machinery to develop gender budgeting guidelines for Higher (District) and Lower (Sub-county) Local Governments.

GRB guidelines have been used to skill public servants in GRB

PRE-MDGs

MDG ERA



2010

Building a Pool of Gender-aware Economists

In partnership with UNDP, Makerere University was the first African university to design and roll out a Master of Arts in Gender-aware Economics, 2010.

2014

Making the Public Service Gender-Equal

UNDP engaged the Ministry of Public Service and national gender machinery to produce policy-relevant data that was used to implement the Gender Human Resource Guidelines, approved by Cabinet in 2010

2015-2017

Walking the talk on gender equality at the workplace

UNDP supported the Private Sector Foundation to adopt the Gender Equality Seal – a model that provides companies a mechanism to level the playing field for both women and men at the work place.

On 19th October 2016, Uganda became the first country in Africa to have 13 companies sign-up to UNDP Gender Equality Seal.

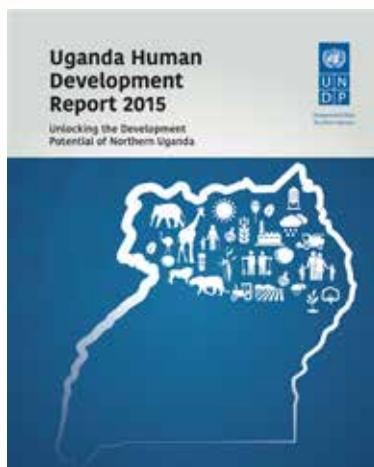
SECTION THREE

**Gender in UNDP Country
Programmes**

THEMATIC SNAPSHOTS: Gender in Policy and Strategy

Gender-disaggregated information is a precondition for drawing the attention of key actors in government, civil society, private sector and development partners to the rationale of gender-equitable policies, plans, public expenditure and overseas development assistance.

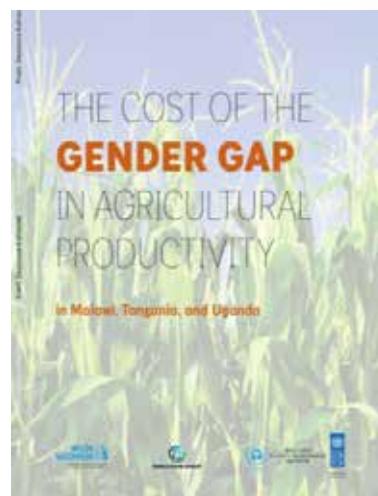
Annually, UNDP partners with the Uganda Bureau of Statistics and the Economic Policy Research Centre of Makerere University to integrate gender statistics into the country's National Human Development Report (NHDR). The 2015 National Human Development Report, titled "Unlocking the development potential of Northern Uganda" (the 8th of such reports) includes substantive gender analysis



and data on gender inequalities in recovery from civil conflict and post-war reconstruction programming.

The report emerged as the best in Africa, during the 2016 Awards for Excellence in Human Development Reporting for national and regional reports award ceremony held at the United Nations Headquarters in New York.

Between 2014 and 2016, UNDP partnered with the World Bank and UNWOMEN to provide a unique quantification of the costs in terms of lost growth opportunities and an estimate of what societies, economies, and communities would gain if the gender gap in agriculture is addressed.



According to the report, closing the gender gap in agricultural productivity could potentially lift as many as 238,000 people out of poverty in Malawi, 80,000 people in Tanzania, and 119,000 people in Uganda.

(R-L): Ms. Helen Clark, the UNDP Administrator with the Uganda Team - Ms. Almaz Gebru, UNDP Uganda Country Director, Mr. Tony Muhumuza, UNDP Uganda National Economist and Ms. Sarah Ssewanyana - the Executive Director for Economic Policy Research Centre - after receiving an award for the 2015 National Human Development Report.



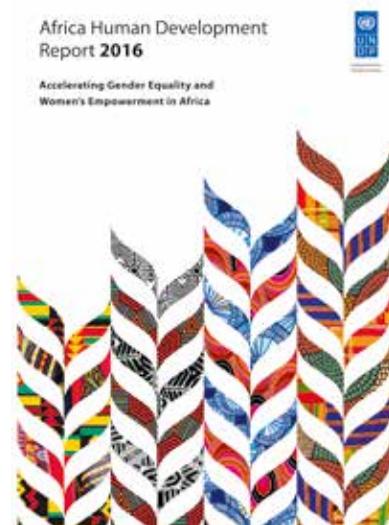
Data from the report has been utilized in informing national plans and flagship reports including, but not limited to; National Development Plan II (NDP II, 2015-2025); United Nations Development Assistance Framework (UNDAF, 2015-2020); Progress of World's Women Report (2015-2016) and the Beijing+20 review by UN Women and MGLSD; and the Uganda Social Institutions and Gender Index (USIGI, 2014) by UBOS and OECD.

Utilization of this report in such key vision-setting documents in Uganda across government and development partners signifies the relevance and confidence that partners have in UNDP and the UN System at large as a source of knowledge on gender in agriculture and rural development.

In 2016, UNDP launched the 'African Human Development Report (HDR): Accelerating Gender Equality and Women's Empowerment in Africa' on the sidelines of the Tokyo International Conference on African Development (TICAD) VI in Nairobi, Kenya. The report subsequently launched in Uganda by the Minister of Gender, Labour and Social Development was prepared with the support of the Government of Japan.

It observes notes that whilst giant strides have been made, especially in improving women's economic and political participation, significant gender gaps still persist at the decision-making levels; and in access to basic social services, land, finances and credit; as well as productive and decent employment opportunities.

It estimates annual GDP losses from the persistence of these gender gaps at US\$90 billion between 2010 and 2014, reaching a peak of US\$ 105 billion in 2014.



These losses represent significant lost opportunities for transforming the lives of not only the women but those of the entire population of the countries.

The report urges Africa to close the gender gap as this would not only set Africa on a double-digit economic growth track, but would also significantly contribute to meeting development goals.

To achieve gender equality, the report proposes four strategic pathways: adopting legal reforms; building national capacity to accelerate women's involvement in decision making; adopting multi-sectoral approaches in promoting gender equality and women's empowerment; and accelerating women's ownership of assets and management of resources.

Gender in Governance and Peace Building

UNDP has supported partnerships for enhancing women's participation in peace, conflict mitigation and security. This is at the core of UNSCR 1325, Uganda's National Action Plan for Security Council 1325 Resolution (October 2000), and the Goma Declaration on Eradicating Sexual Violence and Ending Impunity in the Great Lakes Region, June 2008.

Under the UN electoral support for the 2016 General Elections, UNDP particularly collaborated with UN WOMEN and Office of the High Commission for Human Rights (OHCHR). UNDP in partnership with UN WOMEN supported the Forum for Women in Democracy (FOWODE) and ISIS-WICCE to set up the Women's Situation Room.

More than 500 women observers were trained and deployed to 15 districts considered to be hotspots during the elections. Observers used the Centre's 24-hour hotline to report any incidents that disrupted the peace during the elections and after polling. The reports were analysed by a technical team and passed on to the police and courts of law for appropriate response.

These efforts are in line with National Action Plan for Security Council Resolution 1325 (2008), and the Goma Declaration on Eradicating Sexual Violence and Ending Impunity in the Great Lakes Region.

Ending violence against women and girls through inter-agency collaboration

UNDP has worked with UN Women, UNFPA and other UN agencies to support Uganda in the implementation of the 2010 Law on Domestic Violence and the 2011 Domestic Violence Regulations; and the Anti-Trafficking in Person Act (2009), the International UNiTE campaign to End Violence against Women.

UNDP support has ensured the implementation of community mobilization approaches to changing social norms that constrain GBV prevention in 4 districts (Moroto, Gulu, Kwen and Kapchorwa). 50 cultural leaders (mostly males) from these districts were sensitized on Gender Based Violence (GBV) and its casual factors including persistent land wrangles and poverty, early and forced marriages.

UNDP-Uganda leveraged men's influence not only as critical in decision making and potential agents of change but also recognizing their susceptibility to perpetuating violence.

Men as cultural and religious leaders were deemed very important targets in bringing about positive change and influence due to traditional gender and social norms that tolerate or justify GBV. UNDP-Uganda leveraged men's influence not only as critical in decision making and potential agents of change but also recognizing their susceptibility to perpetuating violence.

Appropriate advocacy materials were developed to increase awareness and make men's role visible in ending violence against women and girls.

Gender and Economic Empowerment

Women need the skills and confidence to influence the decisions that directly affect their lives in parliament, the public service, private sector and civil society. UNDP is working with the Uganda Women Entrepreneurs Association (UWEAL) to promote increased participation by business women and professionals in public procurement.

We commissioned a vendor mapping study at the UNDP country office, to generate data on the value and percentage of procurement purchases awarded to women-owned businesses and professionals by UNDP. This data was validated and used by Uganda Women Entrepreneurs Association (UWEAL) to organize a learning event that equipped our staff with knowledge on mainstreaming gender in public procurement.

UNDP-Uganda now has gender-balanced representation on vendor selection and contract evaluation committees, and has adopted a supplier-selection checklist that will enable disaggregation of vendor information by gender.



An elderly Karamajong lady picking her millet.



A young woman sews beadwork onto a dress. Both women have benefited from UNDP support to women's groups in the region.

We have supported the Uganda Women Parliamentary Association, and women councillors at local government level to design strategic plans and advocacy mechanisms which represent women and give them a voice in policy, legislation and promotion of transparency and accountability in elective politics and public expenditure management.

“We have been given the power to debate and have understood that it is our constitutional right to oppose to council decisions, if necessary. Just recently our caucus disagreed to spend budget resources on artisan support, until we were shown the list of proposed beneficiaries.”

**Sabano Zerida
Deputy Speaker,
Kibuku Council**

In 2008, UNDP supported a project to empower women to participate in decisions that affect them and this was the Grassroots Women Leaders in Democracy (GWLD) Project implemented by Forum for Women in Democracy (FOWODE). A total of 172 sub county female councillors gained capacity to gather information, analyse proposed legislation, existing policies, plans and budgets.

Infrastructure as a tool for empowering women

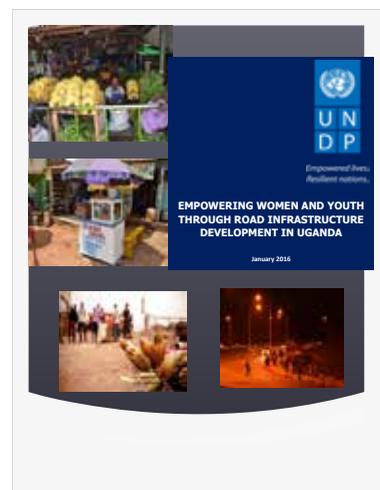


Women at a roadside farmers' market in Otuke town sell their produce. UNDP in Uganda supported the Ministry of Gender, Labour and Social Development to conduct a study that revealed how roadside markets have become a hub of employment for the youths and women. (UNDP Photo)

UNDP Uganda in collaboration with MGLSD, conducted a study on how road infrastructure in Uganda contributes to the empowerment of women and youths. The study specifically examined the roadside women and youth businesses on selected national, urban and district roads, to document their experiences, challenges and empowerment needs.

The study found out that roadside markets have become a hub of employment for youths and women. Women come to these markets to work on the stalls as workers with an average of 5000 UGX per day.

These later graduate to start up their own businesses from the profits and savings generated. The markets also have provided jobs for former government and private sector casual workers.



A number of Young people have also been able to transition from employees to roadside business owners such as Jakasi, whose story is shared briefly below:-

From an employee to a business owner

Born in Ntungamo district 23 years ago, Jakasi was brought to the roadside goat roasting by his village friend. He is a primary five dropout. He joined the business in 2004 as an employee and transitioned to self-employment in 2015. Through a monthly salary of 150,000 UGX and a daily allowance of 50,00UGX, Jakasi managed to save 1,200,000 UGX which he used to start his own goat roasting business at the beginning of 2015. He bought two cows at 550,000 UGX each. From his roadside business, Jakasi contributes to the welfare of his peasant parents in the village and pays school fees worth 400,000 UGX per term for his young brother and sister who are both in secondary school.

In most of the markets visited, the vendors expressed a constant fear of being hit by over speeding vehicles especially those whose businesses operate along busy high ways. A quick glance around the road side markets showed no indication of road signs or speed humps to regulate the speed of vehicles and no pedestrian crossings and no walkways increasing the risk for women who tend to their business while minding children. The study recommended that there is need to capture data on the participation of women and men in road construction and the gendered benefits of road-side utilities. This is because the development of road infrastructure has positive effects on market growth along the roads, increased participation of women and youth in economic productivity, opportunities for self-employment, providing positive engagement for the youth out of schools, increasing market access by the local communities and increased customer base for MSMEs among others.

Gender in Energy and Environment”

Women are disproportionately impacted by climate change and disasters through loss of livelihood and physical harm. They also play central roles in rebuilding homes and communities after disasters.

UNDP is supporting the Ministry of Energy and National Forestry Authority with technical capacity to ‘green’ the charcoal production value chain as an environmental issue and as an entry point to empowering women for poverty reduction.

The Green Charcoal Project, supported by UNDP in partnership with the Ministry of Energy and the National Forestry Authority reached 10,000 women beneficiaries in 2016 across the districts of Mubende, Nakaseke, Kiboga and Kiryandongo. These women produced 56000 tons of green charcoal (enough to supply cooking energy to 400 households) and 75 women-managed biomass briquetting enterprises were established.

The project has demonstrated how transitions from traditional biomass fuels for household energy needs to improved charcoal production technologies, can lead to women’s economic empowerment while contributing to poverty reduction and sustainable land management, as per the United Nations Framework Convention on Climate Change (UNFCCC).



The Green Charcoal Sisters of Mubende district get started on the four-step process of making a new set of briquettes by preparing charcoal dust made from maize cobs before using clay soil to bind it into the “green charcoal” which is packed and sold within their community. The project supports both men and women to reduce on deforestation through improved charcoal production.

By piloting conservation agriculture with local farmers, women are able to plant trees and save money using minimum tillage practices, and improve soil fertility through retained residues.

A transect walk in the project area in 2015 captured the stories of women:

Annet, a mother of five aged between 40 and 50 years old living in Buyende district, initially spent 2 weeks preparing 1 acre of land using hand hoe but now spends ½ day using oxen and ripper.

Annet said, “Ripping buries weed seeds deep, helps the soil to take in water and keep it long. It makes it easy for me to use more land which I was leaving to the bush because I would be late on planting. When I added Di-Ammonium Phosphate (DAP) to my 1 acre, I harvested 1,500 kg of popcorn maize compared to 700 kg. I used to get. We have a good market for popcorn maize, one kilogram goes for UGX 1,000/= [\$ 0.3] says Annet. I now get UGX 1,500,000/= [\$429] instead of UGX 700,000/= [\$286] and this money has helped me a lot”.

Green charcoal is cheaper and burns longer saving women time and money

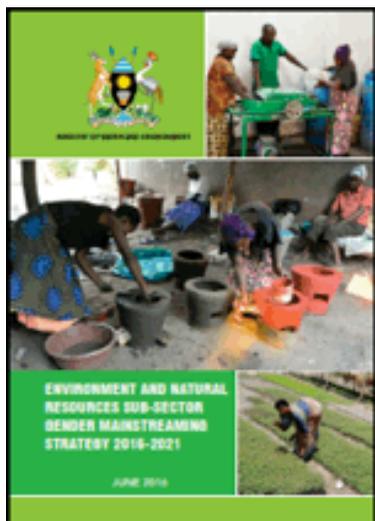


Leading by example ... Ms Namwase Teacher and Climate Smart Agriculture Champion at Namukunyu Primary School on her ½ acre maize field that she has transformed from yields of 100 kg to 1,000 kg using permanent planting basins, trenching and mulching as measures to mitigate effects of drought and soil erosion on yields/

Whereas the Global Environment Facility (GEF) provides funding for activities that target generation of environmental benefits related to decrease in emission of Greenhouse gasses and absorption of the same from the environment, UNDP Uganda recognizes that environment protection actions can only be adopted if they make business sense to the communities. As such, through micro-grants

(USD 4,000- 10,000) to communities, UNDP has supported growth of both men and women enterprises in the process of addressing land degradation in the cattle corridor, empowering both men and women economically.

In Nakasongola District, Wanzogi Youth group, which has 15 women and 17 men, received a grant of USD 7000, which was partly used to establish a tree nursery that supplied members with seedlings to establish 10 Hectares of community forest, procured 2 high grade bulls and 15 high grade heifers to improve milk productivity of the herds, but also procured 15 female goats to cater for economic empowerment of women who are culturally not allowed to own cows in that society.



Gender mainstreaming strategy for the Environment and natural resources



Uganda's Minister of Water and Environment Hon. Sam Cheptoris (R) with Mr Paul Mafabi, the Director of Environmental Affairs in the Ministry unveil the Environment and Natural Resources Gender Mainstreaming Strategy. UNDP supported them to prepare the strategy and publish it.

At the launch of the ENR Strategy, the Minister of Water and Environment, Hon. Sam Cheptoris thanked UNDP for supporting the formulation of the Strategy aimed at ensuring the holistic integration of gender into policy formulation, planning, budgeting and implementation of water and sanitation activities.

UNDP supported Government of Uganda through the Directorate of Environmental Affairs in the Ministry of Water and Environment to prepare and disseminate a Gender mainstreaming strategy for the Environment and natural resources (ENR) Sub sector (2016-2021) to guide mainstreaming Gender in the sub-sector to help curb the rampant unsustainable use of environmental resources.

The ENR is Gender Strategy is a reference document for all stakeholders in the sector creating a foundation upon which ENR key players and stakeholders can holistically mainstream gender into policy formulation, implementation, capacity building, project programming, environmental management, monitoring and evaluation.

Gender in Disaster Risk Management

UNDP has a longstanding partnership with Uganda's institutions to strengthen the capacity and supporting the leadership to reduce, manage and respond to disaster risk.

In collaboration with Office of Prime Minister (OPM), UNDP supported, over 500 female and male officers were trained on the fundamentals of disaster risk reduction, civil-military cooperation, the management of mass casualties, incident command systems, search and rescue, human rights in disasters and the practical applications of ICTs. Uganda Peoples Defence Force is now better prepared to work with civil authorities in responding to disasters.



Ms. Almaz Gebru, UNDP Uganda's Country Director (centre), congratulates an officer of the Uganda Peoples Defence Force (UPDF) for completing the UNDP supported civil-military training for first responders in disaster situations, management and fundamentals of disaster risk reduction

Gender and the UN-System – UNDP's role:

UNDP as a member of the United Nations Country Team (UNCT) in Uganda, is making an important contribution to the implementation of United Nations Development Assistance Framework (UNDAF). It plays critical coordination role as a lead for 2 out of the 3 UNDAF Pillars.

With respect to gender equality, it supports UNWOMEN as a lead coordinating agency within the UNCT. It specifically continues contributing to the advancement of gender equality, women's empowerment and human rights through the active participation in the Gender and Human Rights Thematic Group.

Following 2017 UNCT endorsement of the UNDG Task Team on Gender Equality's recommendation for Uganda to participate in the pilot exercise of the new UN Gender Score Card (now called the UNCT-SWAP-Scorecard), UN Women and UNDP – as the lead agencies in the UNDG Task Team on Gender Equality – worked together to assess the effectiveness of gender mainstreaming and the promotion of gender equality and women's empowerment by UN Country Team as well as to developed an action plan to help improve performance over the UNDAF period.

In 2016, the Ministry of Gender, Labour and Social Development, UNDP, UN WOMEN partnered to strengthen the gender responsive legislative capacity of women legislators in the 10th Parliament.

Over the last three years, UNDP and UN Women have partnered to support the participation of Uganda at the Commission of the Status of Women (CSW) in New York. Participation of Uganda at CSW is essential in accelerating progress and promote women's enjoyment of their rights in political, economic and social fields.



Female legislators pose with Ms. Janat Mukwaya (in blue veil), the Minister for Gender, Labour and Social Development. Seated to her left is Ms. Almaz Gebru, the UNDP Country Director and to her right is Ms. Hodan Addou, the UN WOMEN Country Representative. This was after a UNDP/UN Women supported capacity building workshop for women legislators of the 10th Parliament.

It also provides a forum for sharing of experiences in promoting women’s rights, documenting the reality of women’s lives throughout the world, and shaping global standards on gender equality and the empowerment of women.

A Youth strategy has been developed to guide UN in Uganda in its engagement with and support for youth as well as to harmonize the UN’s support to the Government of Uganda. The process for developing this Youth Strategy was led by UNFPA and UNDP supported by ILO and had participation of all the UN Agencies in Uganda.

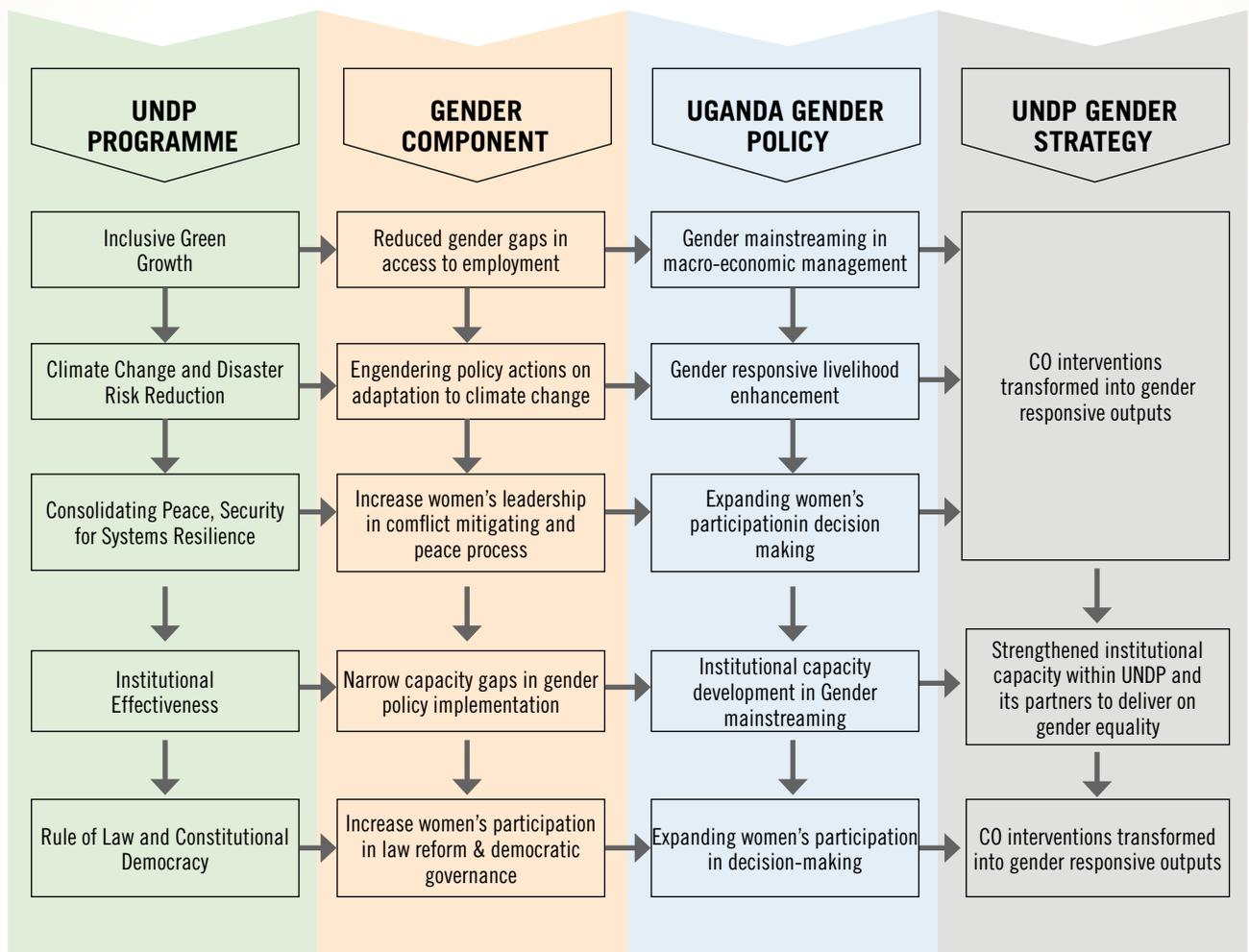
The UN Uganda Youth Strategy mainstreams gender and recognizes that youth are a heterogeneous group with specific contexts and needs that need tailored interventions. It aims to address specific challenges of different segments including: Girls and women; Rural youth; Conflict-affected youth; Youth living with HIV/ AIDs; Youth in Refugee and host communities; Youth living with disabilities; and School dropouts.

The Youth Strategy has five key priorities for UN in Uganda to address issues pertaining youth, these include, a) Employment and Entrepreneurship; b) Rights and Participation;

c) Health; d) Quality and Inclusive Education, Including Sexuality Education.

The Minister for Gender, Labour and Social Development, called for similar capacity building initiatives to be extended to women representatives at lower levels of governance in districts and their sub-counties.

UNDP Programme and its alignment to the Uganda Gender Policy and UNDP Gender Equality Strategy



Advancing the Gender Equality Agenda... making the Core functions responsive

The UNDP corporate structure comprises of operations and support functions. The operations mainly include: human resources, procurement, and finance. Support functions on the other hand, include communications and knowledge management, management support unit, and strategic policy advisory unit.

In order to further mainstream gender in UNDP operations and support functions, the Country Office developed a Gender Equality Strategy (2014-2017), and signed up for the corporate UNDP Gender Equality Seal initiative.

The implementation of both the Country Office Gender Strategy and Gender Seal Programme is overseen by the Gender Focal Team (GFT), which comprises of 15 members drawn from both programme and operations. The GFT is chaired by the Country Director and co-chaired by the Deputy Country Director - Operations.

Since signing up for the UNDP Gender Equality Seal initiative in 2014, the country office has strengthened its capacities in mainstreaming gender into not only programmes but also its operations and support functions.



"At UNDP Uganda, Gender Equality is at the heart of our operations. We ensure equal opportunities for all, both male and female in recruitment and procurement processes."

Mr. Thomas Ole-Kuyan,
Deputy Country Director - Operations

Communications

- Our reports and publications contain gender-appropriate language, story lines & images
- Our website has a page on gender results

Management support

A gender sensitive country office monitoring plan and results reporting system

Procurement

- A gender-disaggregated supplier checklist
- Affirmative action in setting up vendor selection committees

Finance

Timely tracking and reporting of gender-related expenditures

Strategic planning

Gender-disaggregated data in our Human Development Reports facilitates policy, programming & financing decisions

Human resources

- Gender sensitive recruitment guidelines
- 3 out of 4 senior managers are females
- 3 out of 5 team leaders are males

TREASURING PARTNERSHIPS

What our Partners Say:



“UNDP supported the Gender Budgeting Project between 2008 to 2013, and this enabled the School of Women and Gender Studies to strengthen its role of promoting gender equality through research and education”

Consolata Kabonesa,
Former Dean School of Women and Gender Studies



“Adapting the UNDP Gender Equality Seal to our private sector development plans and corporate practices will be vital in making workplaces and marketplaces levelled playing fields for women and men as well as converting SDG 5 into tangible strategies for better employment outcomes and business practices,”

Gideon Badagawa,
Executive Director Private Sector Foundation



“In 1988, UNDP was a critical partner in mobilizing and building the capacity of women leaders to establish the Ministry for Women in Development. So by the time the Beijing Platform of Action (1995) called on governments to establish national gender machineries, Uganda had already taken lead with support from UNDP, and in February 1998, the Ministry of Gender, Labour and Social Development was established,”

Jane Mpagi,
Director Gender and Community
Development Ministry of Gender, Labour
and Social Development



“Before attending the GEPMI course at Makerere University, many of us were not aware of the economic importance of care work undertaken by women in the home, and how to make such work visible in public policy. If policy makers neglect the supply side of care: who provides care, under what conditions, and at what cost; then the quality of the human capital needed for our country’s development might be compromised,”

Edna Akullo,
Former Economics Students at Makerere University and now Gender Statistician at UN Women-Uganda



“If you are talking about productivity and increasing it, we have to think about the people in the production, be it in agriculture or business, and these are usually women. Thanks to UNDP that has for the last 10 years provided statistics on women’s role in agricultural productivity and other sectors, through its annual human development reports,”

Richard Sewakiryanga, Executive Director NGO Forum



“We are ever so grateful to our development partners for their tireless support towards the advancement of women’s cause in Uganda in general and more specifically for keeping UWOPA’s mission afloat. Special thanks go to UNDP for supporting Uganda Women Parliamentary Association (UWOPA) to develop its Common Women Legislative Agenda (CWLA) 2016-2021 which is also our strategic Plan.”

Hon. Monicah Amoding
MP-Kumi District and Chairperson UWOPA



“UNDP is a trusted partner. When we began our journey with UNDP in 2008 when we were beginning work in the Northern region that had been riddled by conflict, with raging poverty levels and deeply engrained patriarchy manifested through cultural practices. It was not easy initiating conversations about women’s rights and the importance of their participation in leadership. UNDP provided technical and financial capacity and we were able to establish civic educators at district level who mobilized citizens on what the women expect from politicians and how politicians can be held accountable for women rights and promises to the women voters during the elections.”

Patricia Munaabi Babiha,
Executive Director FOWODE



“UNDP support in promoting conservation agriculture in particular the use of permanent planting basins to mitigate effects of drought on crop yields as it not only significantly reduced crop losses but also encouraged farmers to start investing in use of fertilizers. The increase in crop yields has resulted in improved livelihoods especially in female headed households.”

Stephen Muwaya,
UNCCD National focal point, Ministry of Agriculture,
Animal Industry and Fisheries

Quotes from our Gender Advocates:



“You are making history. This is unique. Uganda is the very first country that is doing Gender equality seal for private Enterprises in Africa. Uganda will be the torch bearer for Africa in this crusade.”

Abdoulaye Mar Dieye
Assistant Administrator and Director,
Regional Bureau for Africa



“Promotion of shared care responsibilities between families and companies is a key tool enterprises can adopt in order to retain their productive and efficient staff.”

Barbara Ofwono Buyondo,
Chief Executive Officer
Victorious Education Services



“PSFU acknowledges that the Seal provides them with a concrete tool to contribute to the achievement the SDGs by reducing gender gaps through promoting women’s economic empowerment as well as bringing equality in the workplace.”

Patrick Bitature
Chairperson Private Sector Foundation of Uganda



“We know these things, we experience them daily in our businesses but we do not know how to streamline them. I have signed because I want to learn how to integrate gender into my businesses because I work with and support several young women.”

Julian Omalla
Founder and Managing Director
Delight Uganda Limited

(Endnotes)

1. UNDP and GOU2015. Millennium Development Goals Report, MFPED, Kampala, July
2. OECD [Organization for Economic Cooperation and Development], 2015. Uganda SIGI [Social Institutions and Gender Index] Country Report, OECD Development Center and UBOS, Kampala

Some Reflections from Our Staff



“Four years ago when the one of the donors supported gender in climate change, I didn’t see the importance. However, I have learnt that this is not just about the numbers of women and men but how you can effect a mind shift change in those areas. We have since supported Ministries and other agencies work on gender strategies which has change how people look at data.”

Daniel Omodo McMondo,
Programme Analyst Energy and Environment



“The process of gender training has been enriching for some of us because it helps us address some issues that seem small. For example – manels (HDR 2014), recruitments.”

Tony Muhumuza,
Strategic Support Unit



“In 2008, we had a programme on building capacities for women in business skills – the programme had a component on gender. While we focused on women at first, we realised that it’s important to include both men and women because gender relations have to be managed. One couple we had managing an enterprise together were the most successful, so we started integrating the men too.”

Mr Wilson Kwamya, IGG



“The discussion on power is also about who controls the resources. In most urban centres – women have a bit of economic resources however in rural areas, the men control most of the resources.”

Harriet Karusigarira,
Inclusive Effective Governance.



“In one of our gender training, we learnt about the gender power relations. Among the four types of power – I think ‘power with’ is the best. This is the one I use at home with my wife.”

Janani Gerald Loum,
Programme Associate - Peace Security and Systems Resilience.



“We ensure that both men and women have equal opportunities to work as United Nations Volunteers (UNV). When shortlisting candidates, we ensure gender equality and during the interviews we include questions that make applicants aware of gender equality and its importance at the workplace. We don’t discriminate against gender and in posting successful candidates, we don’t say this station is fit for this gender and not for that.”

Juliet Namutebi,
Programme Associate United Nations Volunteers



non-state actors and local communities to create and nurture this enabling environment.”

*Annet Mpabulungi Wakabi,
Team Leader Rule of Law and
Constitutional Democracy*

“Given the importance of gender equality, we shall ensure that in pre-qualification of vendors, women owned firms are shortlisted. We held a seminar in which we explained to women entrepreneurs UNDP procurement processes and what they need to fulfil so as to become successful bidders. For specific procurements, we shall incorporate one gender equality criteria and say, demand to look at the organogram of the company bidding and see how gender balanced it is.”

*Winifred Senaji,
Procurement Officer*



“An enabling environment for gender equality has evolved in Uganda overtime. Through various programmatic interventions, UNDP has been a partner with government,



“As security, we are aware of and respect gender issues. We don’t discriminate in deployment, handling our clients and in responding to security incidents. We institute measures are aimed at ensuring the safety and security of staff as well as their dependents and our clients.

At the access control, we deploy both male and female officers to handle our clients. We procure metal detectors machines that don’t have a risk for pregnant mothers and have an option for physical full body search. In case there is a gender based security incident at the workplace, our personnel implement gender sensitive procedures contained in the UN Security Management Operational Manual. In case of a fire incident, we have procured escape ladders to help vulnerable people like pregnant mothers to leave without being trampled.

We have also purchased full-gas-masks, breath apparatus, to help vulnerable staff in time of emergency. We have male and female fire marshals on each floor of the office building. We have defense alarms for staff who might be targeted, the ladies. In case of a sexual offence like rape, we follow the principles of; consent, confidentiality, safe environment and respect of views.”

*Anthony Ntungwa,
Country Office Security Associate
(COSA)*



“I understand that both women and men should be treated equally. When there are opportunities for jobs, benefits and promotion at the workplace, there shouldn’t be discrimination against gender but rather avail the opportunity to the guys and women. What man can do, a woman can do. Let us not be left out that we aren’t suitable or capable of doing certain tasks.”

*Monica Aturinda,
Communication Assistant RCO*



for women’s rights through CSOs. This has improved their economic participation and reduction in the gender gap.”

*Annet Tiwangye,
Finance Associate, UNDP Uganda.*

“Gender equality makes us understand that both males and females should be treated equally, with respect and dignity as we conduct our work. No discrimination. All contribute to the goals of the organization. What matters is not sex but what matters is your in-put. There is no woman in my unit of transport and I am involved in advocacy for women to be sensitized and be recruited.”

Walter Obwona, Driver

“The Gender Equality Seal is an innovative methodology that has encouraged us to take ownership, think strategically and develop a culture of continuous learning and improvement. It has helped us to identify key possibilities for action and shifted our focus from inputs to impacts! “

*Josephine Nansubuga,
Programme Associate SPU*



“We have to work together, both male and female. No one should be discriminated against. In circumstances when there is an imbalance, the gap shouldn’t be wide: If you have five people in a unit, atleast two should be women. Reducing the gender gap and working together; that’s the most important thing.”

Stewart Ddamulira, Driver



“Gender equality has given women opportunities. At home we have given our wives and even daughters some responsibilities while at work we have women managers, which used not to happen years ago. Some female managers work better than male managers. Now that we have been sensitized, I have learned that if my passengers are ladies and I am driving a high vehicle I show and help her board the vehicle. We have even asked the Country Director that when importing vehicles, they should get those easier for ladies to climb.”

Patrick Mukose, Driver



“As a member of the Finance Unit I didn’t pay particular attention to gender and women equality issues however being a member of UN JUPSA I learnt that there can be no meaningful development without gender equality. UNDP Uganda has been at the fore front of promoting gender equality and empowerment, and advocating





“I used to think of gender as merely the difference being male or female. However, after undertaking the mandatory ‘Gender Journey’ course and support from the Gender Focal Team (GFT), I Learned that gender was more to do with socially constructed roles. Today, I and colleagues in the transport unit are more aware of our roles when it comes to gender issues. That said, in the transport unit, we are still grappling with gender mainstreaming: We have no female driver, as the only one we had left. Nonetheless, we are instituting procedures that are gender sensitive: We are looking at procuring vehicles with specifications that and designs which provide comfort of use by both women and men; having steps or side-rails for boarding and disembarking.”

Victor Wamara,
Administration Assistant Transport
and Logistics



“Gender equality is when access to opportunities, rights and resources is not affected by gender. In my administrative work, I ensure that staff benefit from flex-time and go for further studies to ensure a work-life balance. For women who are pregnant, we relax their time of arrival/ departure and allow them park within office premises. While our female staff benefit from maternity leave, our male staff also benefit from paternity leave. While recruiting new staff, we encourage women to apply. Where we feel that we have more men, we are inclined to take a female.

Bernadette Mutuzo,
Administrative Associate



“The Gender Equality Seal Certification process has resulted in a culture of gender awareness within the Country Office. The process has been instrumental in ensuring that country office human resources management systems are more equitable and gender sensitive.”

Moses Lutwama,
Human Resource Analyst

2016 MILESTONE: THE GENDER EQUALITY SEAL SIGNED



Group photo: Signatories of the 13 companies, with UNDP Senior Management, Chairman of the Private sector foundation; and the Executive Director of Private Sector Foundation Uganda.





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