



*Empowered lives.  
Resilient nations.*

**UNDP Uganda**

**Gender Equality Strategy**

**2014 - 2017**

**Investing in Gender Equality for Uganda's  
Socio-Economic Transformation**

## Table of Contents

I.	Introduction	1
II.	The State of Gender Equality in Uganda	1
III.	Gender in UNDP Programmes and Operations	2
IV.	UNDP Uganda Gender Equality Strategy 2014 – 2017	3
V.	Objectives	3
VI.	Implementing the Strategy	4
VII.	Gender Action Plan 2014 – 2017	6

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Terminology Used in the UNDP Gender Equality Strategy 2014 – 2017	8
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## I. INTRODUCTION

Evidence has demonstrated that, in economies where gender inequality is slim, there is not only reduced risk of unequal and reversible economic progress but also quality of life. Therefore as countries pursue the post-MDG development framework –characterised by 17 global goals with 169 targets for a planet of 7.3 billion people<sup>1</sup> –programmes and policies will require adaptation to the new gender and sustainable development agenda. Firstly, Uganda will have to bring together voices from a wide variety of stakeholders to broaden dialogue and facilitate consensus on how the new stand-alone global goal on gender equality and women’s empowerment (#5), with its nine (9) targets, will be customised to the peculiarities of the country’s context. Second, is the need to ensure that institutions have the capacity to build on and consolidate the achievements and lessons learnt under MDG 3<sup>2</sup>; Beijing Platform of Action (1995)<sup>3</sup>; and CEDAW (1979)<sup>4</sup>, while situating the next course of action into the three dimensions of sustainable development: i) economic sustainability (jobs, prosperity and wealth creation for all); ii) social sustainability (reduced vulnerability to poverty, inequality and insecurity); and iii) environmental sustainability (production and consumption patterns that respect planetary boundaries). The key concern for this UNDP Gender Strategy (2015-2020) therefore, is how the country office in Uganda can support government and sister UN agencies to unlock the barriers to gender responsive sustainable development. Such barriers majorly relate to institutional incapacitations in terms of policy and spending choices that result into effective gender equality programming and service delivery. This will require: i) adapting gender equality programming in Uganda to the changing world of financing for development; data-based technical guidance on the localisation and implementation of programmes that are aligned the stand-alone global goal for gender equality; an annual State of Gender Equality in Uganda Report that is based on the SDG indicators and targets; and working with development agencies in the country around the attainment of substantive equality outcomes within economic and environmental sectors, since these have a gender-equalising effect on women’s health, education and livelihood sustainability.

## II. THE STATE OF GENDER EQUALITY IN UGANDA

Uganda’s Vision 2040 statement prioritizes gender equality as a cross-cutting enabler for socio-economic transformation, while highlighting the progress made in the legal and policy arena, in political representation, and in lowering gaps in education. It also points out that the conditions sustaining gender inequality in Uganda remain salient: gender disparities in access and control over productive resources like land; limited share of women in wage employment in non-agricultural sectors; sexual and gender-based violence; limited participation in household, community and national decision-making<sup>5</sup>. A country gender appraisal undertaken by UNDP (October 2015) –with the purpose of operationalising the UNDP Gender Equality Seal and informing the Country Programme Document (CPD, 2016-2020) –identified key systemic issues that are mutually reinforcing and requiring redress, in regards to the state of gender equality in Uganda. These are:

- **The policy-reality gap:** The Government of Uganda has for the last decade put in place laws and policies for promoting gender equality but with inconsistencies between policy statements and the ways in which laws are enforced. To start with, is the 1995 Constitution that prohibits laws

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<sup>1</sup> At the UN Summit, scheduled for 25-27 September 2015, the UN General Assembly adopted 17 Sustainable Development Goals (SDGs)

<sup>2</sup> MDG 3 is the gender equality goal, amongst the 8 Millennium Development Goals set in 2000

<sup>3</sup> The Beijing Declaration and Platform for Action (BPfA) was adopted by governments 15 years ago for the achievement of gender equality and women’s rights

<sup>4</sup> CEDAW (1979) is the Convention on all forms of Discrimination Against Women adopted in 1979 by the UN General Assembly, consisting of a preamble and 30 articles, that constitute discrimination against women and for national action on discrimination

<sup>5</sup> GOU, 2014. Vision 2040, National Planning Authority, Kampala.

and traditions against women's dignity, and upon which the 1997 National Gender Policy was reformulated in 2007. A series of legal reforms ensued, mainly; the 2010 law on Domestic Violence and the 2011 Domestic Violence regulations; the anti-Female Genital Mutilation Act of 2010; the anti-trafficking in Person Act (2009); and the Equal Opportunities Commission Act (2007). These laws have legitimized the work of gender advocates amongst parliamentarians and CSOs, in regards to demanding accountability for the elimination of gender-based discrimination in access to social and economic opportunities. However, there is still a disconnect between Uganda's very positive legal framework and the lack of effective implementation or enforcement of gender-positive laws. This means that women's legal status is precarious, their capacity as economic agents is limited, and their rights are not effectively guaranteed. Both the Beijing+20 review and the Progress of World's Women Report (2015-2016)<sup>6</sup>, acknowledged that gender-sensitive legal reform has not sufficiently made rights and economic transformation real for women and girls. Therefore, much of the achievement in Uganda is formal equality (adoption of laws and policies for treating women and men equally), and not substantive equality, which focuses on visibility of development results that have alleviated women's and girls' disadvantage relative to men and boys.

- **Gender is mainstreamed in national plans but not integral to financing and monitoring frameworks:** Uganda has realised alignment –in terms of strategic intent –between the UNDAF (2015-2020) and the gender priorities of the National Development Plan II (NDP II, 2015-2020). The two plans prioritise the empowerment of women and gender equality as a means to inclusive growth and social development. NDP II does make specific reference to some sector-specific gender issues that relate to UNDP's intervention areas, particularly tourism and agriculture, but with gender omissions in the broader framework of prioritisation, financing and performance monitoring. The national plan includes the establishment of a special fund to support women in the sector to grow out of the informal into the formal sector, alongside the creation of a gender-responsive information management system, and how the education of girls and reduction of gender-based violence is a means to human capital development. The plan does make reference to "up-scaling the transfer and utilization of food production and labour-saving technologies for women farmers, as one means of increasing production and productivity in the sector.

However, there are some notable gaps and omissions in NDP II. There is no mention of gender in the areas dealing with mining, environment and natural resources, trade and competitiveness, industry, transport, water for production, and ICT. Moreover, and significantly, while the discussion of energy includes a provision to "promote and facilitate the use of renewable energy technologies like bio-fuels, wind, solar, improved cook stoves, and LPG at household and institutional levels"<sup>7</sup>, there is no project aimed at supporting this provision included among the 742 projects listed in its Annex 6, nor are there any indicators relating to this included in any of the goals, objectives, or results areas outlined in the results framework presented in its Annex 5. In short, gender concerns are present in NDP II, but such concerns for the most part do not substantively inform the outlined priorities nor are they integral to how the country will measure progress in its implementation.

- **An institutional framework for gender mainstreaming exists but with limited technical and operational capacity:** Currently, the Ministry of Gender, Labour and Social Development (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. Such units include: i) Gender Responsive Budgeting Unit in the Ministry of Finance; ii) Gender Statistics Committee at the Uganda Bureau of Statistics; iii) Gender Task Force at the Justice Law and Order Sector; iv) District Gender Coordination Committees; v) the Gender and Rights Sector

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<sup>6</sup> Progress of the World's Women 2015-2016: Transforming Economies, Realizing Rights, UN Women, and the report was launched in Uganda by the Minister of State for Gender and Culture, together with the EU ambassador, June 2015

<sup>7</sup> GOU 2015. Second National Development Plan NDP II (2015/16-2019/20), National Planning Authority, Kampala, June

Working Group at the MGLSD; and vi) the Gender Unit at Ministry of Education, Science and Technology. Financing for gender equality has also been institutionalised by including gender provisions in Uganda's Public Finance Management Act, 2014. The Act states that a Gender and Equity Certificate (GEC), issued by the Equal Opportunities Commission (EoC), has to be obtained by a ministry, with technical guidance from Ministry of Finance, after including gender-allocations in annual policy statements and budget framework papers.

Although government, with support from development partners, has attempted to integrate gender equality into programmes such as the National Agricultural Advisory Services (NAADS); Peace and Recovery Development Programme (PRDP); Universal Primary Education (UPE); and the Youth Livelihood Programme (YLP); these efforts have been characterised by uneven sector responses to the gender issues at hand; limited expertise in gender analysis of projects and programmes; scanty gender disaggregated data; and inadequate technical and operational support on the nature of flagship programmes that could lead to lasting transformations in the lives of women and youth. The number of technical staff working on gender in MGLSD fell from 33 in 1995 to 10 in 2014. In addition, MGLSD has consistently been allocated less than 1% of the national budget to cover its entire portfolio<sup>8</sup>. Therefore there is need to support relevant government agencies to match their institutional capacities and spending choices to priority gender needs amongst disadvantaged women and youth in Uganda.

- **Gender gaps exist in youth unemployment:** young women have more difficulties finding paid work than young men, and the youth unemployment rate stands at 7.0% for females and 6.1% for males. This gender difference has been attributed to the difficult transition to working life; limited access to information channels and job search mechanisms; lower pay in the informal economy; unprotected low-skill jobs as well as lack of access to training, social protection and other resources; making young women comparatively more vulnerable than young men to poverty and sexual exploitation. Although the economic activity rate for adult men relative to women is almost the same (78.9% for women and 81.5% for men), social norms still reinforce discrimination in access and control over productive assets, particularly land and financial capital. Though the Land Act (2004) stipulates that spousal consent be provided for disposal of registered land on which the family depends for its livelihood, ownership and management rights over agricultural land are most times customarily guaranteed through a male spouse or relative. Therefore decisions related to what to plant; what inputs to use; when and how much to harvest; what the gains from the harvest will be used for; and how to distribute the incomes generated are largely made by men –meaning that women have lesser ability to negotiate a fairer deal for themselves.
- **Unequal capacities in adaptation to disasters:** in situations of natural and human-induced disasters, gender inequalities in access to services and economic opportunities are worsened. For instance, water scarcity in Karamoja sub-region (north eastern part of the country) has gendered variations in terms of impact, since the watering of crops is closely associated with women's role in household food provision whereas the watering of animals is linked to men's role in securing the health and safety of livestock for income and social security<sup>9</sup>. In times of drought, women as compared to men have had to cope by matching time and labour inputs to expectations of the season, asset sales for food purchases, micro-credit from informal sources and migratory employment to the urban informal sector. Floods in central and the eastern parts of Uganda have presented an increased risk of water-related diseases especially cholera, typhoid and malaria; which means a higher domestic care burden on women and girls, since they are traditionally expected to care for the sick at home and within health centres. Migration and displacement due to the risk of conflicts around the discovery of natural resources, insurgencies and landslides, has triggered government and non-government responses that often lack a

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<sup>8</sup> DfID 2014. Institutional Capacity Assessment of the Ministry of Gender, Labour and Social Development. DfID, Kampala, November

<sup>9</sup> Buyana, K. (2015) Gender Dimensions in the Utilization and Management of Water for Production in Karamoja sub-region, FAO study (September, 2015) Kampala Uganda

deeper gendered outlook to peace-building, resettlement and recovery processes, hence unequal access to energy, water, education and health services, particularly when families are living in overcrowded emergency or transitional homes.

### **III. GENDER IN UNDP PROGRAMMES AND OPERATIONS**

#### **Inclusive Growth and Natural Resource Management**

Promoting inclusive and gender equitable economic growth will be critical for UNDP, since it has a direct impact on increased productivity, improved quality of life of the rural communities, and increased sustainability of livelihoods. Amongst the different growth drivers with a direct bearing on the sustainability of natural resources is agriculture and energy, which are also the most attractive for both women and youth in Uganda because of their capacity to balance individual job access within the informal sector with household income and food security demands. Therefore strategies for take-up by UNDP are: i) generating knowledge on what energy and agricultural value chains can ensure improved economic outcomes for women and youth; ii) facilitate stake-holder policy dialogues and reforms at national and district levels, on addressing gender inequality in access, ownership and management of land for production; iii) enhancing the technical capacity of MDAs in designing sector-specific policies and programmes on gender equitable access to production inputs through public-private partnerships; and iv) support CSO advocacy on increased awareness and empowerment of women and youth SMEs on economic rights in agriculture and energy sectors.

#### **Climate change resilience and disaster risk reduction**

Strengthening institutional capacity in gender responsive climate change assessment and adaptation planning will be key for UNDP's support to government. Evidence is emerging that the impacts of climate change-related disasters exacerbate existing gender inequalities. Therefore gender mainstreaming in climate change adaptation and disaster risk reduction, requires data-based pathways to drawing the attention of policy makers and development partners for effective response in the design, implementation, monitoring and evaluation of policies and programs. This will require supporting local to local dialogues and studies to generate data for decision-makers at national and district level, NGOs and the private sector, so as to deepen stakeholders' understanding of the gendered impacts of climate change; and how these affect the effectiveness of public service delivery and business growth in different sectors. This will be followed by capacity development initiatives on gender responsive adaptation planning and project implementation, by leveraging the already existing opportunities and structures within government programmes such as the Northern Uganda Data Centre (NUDC), which specifically provides the specialized support for data collection, analysis and management to policy makers, supervisors and development partners; PRDP III, the Northern Uganda Agricultural Livelihoods Recovery programme (ALREP), and the District Water and Sanitation Coordination Committees.

#### **Strengthening institutional effectiveness**

The capacity of the National Gender Machinery is not yet optimal: at the national level, the MGLSD is mandated to spear-head and coordinate gender responsive development and provide support to other sectors to main-stream gender. At the Local Government Level, the Ministry has Community Based Services/Gender departments whose role is to spearhead gender mainstreaming in district development plans and budgets. However, both the national and decentralized structures have limited staffing and funding. The number of technical staff working on gender at the MGLSD for instance reduced from 33 in 1995 to 10 in 2014 as a result of civil service reforms and turn over. In addition, the MGLSD has consistently been allocated less than 1% of the national budget to cover the entire social development portfolio. As a result, there has been limited focus on addressing practical gender needs especially for rural women and girls. One of the cross-cutting enablers for institutional effectiveness for UNDP support to government will be a data-based pathway to enhancing the capacity of government in operationalizing the mainstreaming gender and equity in public finance management.

### **Rule of law and constitutional democracy**

The Government of Uganda (GoU) has had success in domesticating global gender norms, alongside inconsistencies between policy statements and the ways in which plans are implemented. The 2014 review of Beijing +20 showed that gendered laws have been established, thereby legitimizing the work of gender advocates amongst Parliamentarians and CSOs. To start with, is the 1995 Constitution that prohibits laws and traditions against women's dignity, and upon which the 1997 National Gender Policy was reformulated in 2007. A series of legal reforms ensued, mainly; the 2010 law on Domestic Violence and the 2011 Domestic Violence regulations; the anti-Female Genital Mutilation Act of 2010; and the anti-trafficking in Person Act (2009). However, gender-sensitive legal reform has not sufficiently made rights and economic transformation real for women and girls. As of July 2015, defilement was one of the top crimes committed and reported in 2014; and yet the conviction rate for rape and defilement cases stood at 0.8% and 1.8% respectively. The report further indicated that rural women consider community leaders, elders and chiefs easier to access for disputes regarding rape and defilement, rather than the formal justice institutions, namely; local council courts, district courts and police command posts.

By building on existing capacity development interventions, UNDP will need to work with other UN agencies, majorly UN Women and OHCHR, to strengthen parliamentary oversight and accountability for just enforcement of gender-sensitive laws and provisions. This, in-part will involve the Uganda Women Parliamentarians Association (UWOPA) in designing capacity development interventions for women parliaments and gender advocates on relevant oversight committees including: legal affairs, public accounts, decentralization and local governance, budget and social services committees. Partnership with the Civil Service College in Jinja will be harnessed to address the technical capacity constraints amongst parliamentary committees and women legislators in exercising their oversight and legislative responsibilities on gender equality. A Parliamentary Policy Advisory Group on Gender Equality will be formed, with support from the Speaker, comprising of CSOs, development partners, UN representatives, government and academic, for purposes of providing technical backstopping and partnering opportunities to male and female gender advocates in parliament, as well as influential legislators on relevant oversight committees. Support to a bi-annual Women's Parliament will be provided, for purposes of building momentum and strategic partnerships around accountability and visibility of gender equality issues, The Women's Parliament, using the Speakers' clout, will be a space for holding public officials accountable for gender equality objectives in NDP II, UNDAF and the post-2015 agenda.

### **Peace, Security and System Resilience**

UNDP will require a country profile on gender and youth-specific issues in peace-building and conflict mitigation for well-informed planning, policy making and community engagement. This is because national responses to conflict and post-conflict situations have focused on the immediate triggers of conflict and fragility to disasters, rather than addressing the underlying factors; alongside fragmented and incoherent responses, which overlook the roles of women and youth are critical for community-led conflict prevention and resilience in the face of disasters and insecurity. This calls for new ways of engagement with existing policy frameworks, institutional arrangements and capacity development approaches in order to bridge the gaps in perspectives on pathways out of fragility, conflict and weak governance. Women and girls continue to remain at risk to all types of violence whether in relative peace or at war time. While Uganda has enjoyed relative peace since the end of civil war in northern Uganda, when it comes to women's relative to men's situation things are not the same. During electioneering periods, women are at risk of suffering all forms of violence. They have also not been safe during the inter-ethnic conflicts including those that involve cattle rustling as well as fights over pasture, land and water.

It is also worth noting that Uganda is well endowed with natural resources such as forests, land, lakes and minerals with the latest development being the discovery of crude oil and gas the western part of the country. These natural resources are conflict generators with the various stakeholders pursuing different interests which end up clashing. It needs not be emphasized that the fight for access, use and management of natural resources can result in the most violent conflicts amongst communities and even tension between states, and often resulting in loss of human and animal lives as well as property. This implies mitigation measures for reduced contests over natural resources ought to be devised, by examining the efficacy of the existing legal and institutional framework in mitigating and managing natural resource-based conflicts.

#### **IV. UNDP Uganda Gender Equality Strategy 2014 - 2017**

UNDP is firmly committed to empowering women and to working with communities and countries to build gender equality at every level. This Strategy is grounded in the premise that the development objective of equality between men and women, or gender equality, is absolutely indivisible from the UNDP human development goal of real improvements in people's lives, and in the choices and opportunities open to them. By empowering women to claim their internationally agreed rights in every development sphere, and supporting government to be both proactive and responsive in advancing the realization of these rights, UNDP will leverage the broadest possible expansion of choice and opportunity for all. It is intended to ensure that gender equality and the empowerment of women are integrated into every aspect of the work UNDP does to support the Government of Uganda to eradicate poverty and reduce inequalities and exclusion. The strategy will therefore enhance the alignment of the Country Programme to national gender priorities, by setting the principles for guiding the Country Office on effective integration of gender-relevant concerns into all stages of programming.

The development of this strategy is intended to upscale gender transformative programming by addressing the causes of gender inequality through strategic actions that seek to transform the unequal power relations between men and women resulting in improved status of women and gender equality. In line with the vision in the UNDP strategic plan, 2014-2017, the mission of this gender equality strategy is to contribute to the eradication of poverty and the significant reduction of gender inequalities by empowering women and promoting and protecting their rights. The Strategy is in line with the priorities set in the Uganda Gender Policy (2007), the National Vision 2040 and the United Nations System-wide Action Plan on Gender Equality. It is also aligned and compliments other UN agencies – like UN WOMEN and its work on women's empowerment; UNFPA on reproductive rights, women's health & sexual and gender based violence (SGBV); and UNICEF on education for young girls & women and stopping harmful practices like Female Genital Mutilation (FGM).

The strategy is underpinned by three core principles:

- i) Gender equality as a means of strengthening the development effectiveness of all UNDP-supported interventions;
- ii) Gender equality as a value for UNDP as an organization; and
- iii) Gender equality as a matter of justice.

#### **V. Objectives**

The overall objective of this strategy is to strengthen UNDP Uganda's contribution to gender equality and women empowerment whilst dealing with the emerging issues in corporate and programming terms. It is intended to enable the Country Office achieve more consistent and substantive gender equality results in all programmes. In particular, the objectives of this strategy include:

- 1) To transform the Country Office development interventions into gender positive outputs;**

The Country Office will strategically focus its development interventions to address specific barriers and constraints to enable rural women and men to have equal opportunity to participate in, and benefit from, profitable economic activities.

**2) *To augment management and accountability systems for the achievement of gender equality results;***

Specific measures to increase coordination, accountability and oversight for mainstreaming gender equality and women's empowerment and ensuring gender equality results will be undertaken.

**3) *To strengthen institutional capacity within UNDP and its partners to deliver on gender equality***

Improving knowledge on and building capacity in promoting gender equality will equip both the staff and implementing partners with the skills and capacities for gender analysis, planning and reporting on gender equality results including the use of sex-disaggregated and gender statistics as well as assessment of gender transformative impact/potential of outcomes in programming.

**4) *To achieve gender balanced personnel in the CO***

Recognizing that no organization can reach its full potential where women are left behind or left out, the Country Office will endeavor to achieve gender parity at all levels through ensuring gender proactive recruitment, assessment, retention, recognition and evaluation of personnel; and gender balanced learning and professional development

## **VI. Implementing the Strategy**

The Country Office will prioritize gender mainstreaming as the main strategy to achieve gender equality. The approach to gender mainstreaming will be dual in nature, that is, UNDP will support the empowerment of women and girls through gender-specific targeted interventions and will also address gender concerns in the developing, planning, implementing and evaluating of all policies and programmes. Developing approaches to overcoming gender inequality calls for knowledge of imbalances in gender relations. The Country Office will emphasize the use of knowledge on gender analysis in the planning and execution of programs and interventions. To create greater ownership of the promotion of gender equality and to increase support for gender mainstreaming among staff who are not gender specialists, the Country Office has put in place a team of gender champions both managerial and non-managerial levels to drive the implementation of the strategy.

Successful implementation of this Gender Strategy will require strategic and targeted actions to broadening opportunities for women and men to participate equally in, and benefit from, the creation of wealth. The Country Office recognizes that achieving progress on gender equality and women's empowerment requires working collaboratively with other actors. In particular, the Country Office will work with national government and local governments, relevant government Agencies, Civil society, the Private Sector, UN agencies and with other donors, to diagnose the gender-related barriers to and opportunities for poverty reduction and sustainable development; and will then identify and support appropriate actions to reduce these barriers and capitalize on the opportunities. Through strategic partnership with UN Women, the Country Office will strengthen the knowledge, skills and capacities of its staff to support Government Partners to conduct evidence-based policy formulation and implementation; and gender-responsive results reporting.

The implementation of this strategy will be based on the following principles:

- 1) Gender equality:** according to the Uganda Gender Policy (2007), gender equality should be an integral part of development processes at supported by international and national partners. Therefore this strategy mirrors UNDP's commitment to the elimination of gender inequalities in Uganda.

- 2) **Affirmative action:** this will be useful in designing and delivering programmes that will contribute to the closure of gender gaps that exist due to historical imbalances in women's relative to men's access and control over productive resources like land, which are required for inclusive and sustainable development at national level.
- 3) **Knowledge-based gender mainstreaming:** this principle will focus on establishing a planning culture where gender disaggregated information is used to design, implement and evaluate UNDP's programmes.
- 4) **Gender responsive financing:** this is meant to ensure that UNDP Uganda country office takes the initiative to allocate adequate resources to gender responsive programs in partnership other UN agencies.
- 5) **Stakeholder participation:** stakeholder participation has been globally recognized as an effective strategy in policy design, action planning and implementation. By enabling the participation of multiple stakeholders in the implementation of this strategy, greater possibilities will be created to successfully respond to Uganda's gender concerns. Therefore UNDP – right from the initial stages of implementing the strategy – will meaningfully engage government agencies, CSOs, private sector companies and development partners in the conception, design, operationalization and evaluation of all programmes related to this strategy.

## VII. Gender Action Plan 2014 – 2017

Results Area	Key Actions		Timeline			
			2014	2015	2016	2017
Country Office development interventions transformed into gender positive results	1	Systematically deepen and expand the scope of country-level gender diagnostic work to better reveal the nature of inequalities and the most effective programme and policy interventions				
	2	Establish and strengthen partnerships that effectively support the development and implementation of programs and advocacy initiatives that address gender inequalities and reduce women's and girls' vulnerabilities.				
	3	Develop a 2016 – 2020 CPD that is aligned with strategic programmatic interventions identified in Gender Equality Strategy, includes one gender outcome/output with appropriate outcome indicators and makes significant contributions to gender equality				
	4	Develop three gender cross-practice projects whose primary objective is gender equality				
	5	Develop and disseminate gender mainstreaming tools to all staff and implementing partners				
	6	Develop and implement a Country Office M&E plan that includes at least one activity specifically focused on gender.				
Management and accountability systems for the achievement of gender equality results	7	Establish a functional Gender Focal team to coordinate and oversee the mainstreaming gender equality and women's empowerment interventions in programming				
	8	Develop a Gender Equality Strategy and Action Plan 2014 -2017				
	9	Integrate gender related results into the PMDs of Senior Management and Programme Managers				
	10	Develop and implement Communications Plan that integrates gender equality concerns.				
	11	Develop at least one gender-related knowledge product every year of this Strategy				
	12	Ensure that the section on gender equality and women empowerment in the CO website is regularly updated				
Strengthened institutional capacity within UNDP and its partners to deliver on gender equality	13	Conduct trainings sessions to build the capacity of the Country Office and Implementing Partners for gender mainstreaming.				
	14	Ensure that 15% of the annual Learning budget is dedicated to gender related courses for staff and partners and gender learning and gender specific sub-components are budgeted for in annual work plan of projects				

	15	Update and disseminate to all CO and project staff, guidelines for gender-sensitive language				
	16	Localise and implement corporate policies for gender equality in the workplace				
	17	Develop and regularly update a Uganda Gender Situation briefing kit for all consultants				
	18	Strengthen UNDP's contributions to advocacy, collaboration and partnerships, and knowledge management on gender equality				
Gender balanced personnel in CO	19	Ensure gender proactive recruitment, assessment, retention, recognition and evaluation of personnel;				
	20	Support gender balanced learning and professional development				
	21	Develop gender induction tool to be integrate in the Country office induction booklet				
	22	At least 50% representation of women in key committees and decision-making bodies				

## **VIII. Terminology Used in the UNDP Gender Equality Strategy 2014 – 2017**

### ***Gender***

“Refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include class, race, poverty level, ethnic group and age.”<sup>10</sup>

### ***Gender Equality***

“Refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration—recognizing the diversity of different groups of women and men. Gender equality is not a ‘women’s issue’ but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.”<sup>11</sup>

### ***Gender Mainstreaming***

“Mainstreaming a gender perspective is the process of assessing the implication for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.”<sup>12</sup>

### ***Women’s Rights***

“The human rights of women and of the girl child are an inalienable, integral and indivisible part of universal human rights. The full and equal participation of women in political, civil, economic, social and cultural life, at the national, regional and international levels, and the eradication of all forms of discrimination on grounds of sex are priority objectives of the international community.”<sup>13</sup>

“As defined in Article 1, ‘discrimination against women’ shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.”<sup>14</sup>

### ***Women’s Empowerment***

“Women’s empowerment has five components: Women’s sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to

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<sup>10</sup> OSAGI, 2001, ‘Gender Mainstreaming: Strategy for Promoting Gender Equality Document

<sup>11</sup> *ibid*

<sup>12</sup> ECOSOC, 1997, ‘Report of the Economic and Social Council for 1997’, A/52/3, chapter IV, ‘Special Session on Gender Mainstreaming’

<sup>13</sup> World Conference on Human Rights, 1993, Vienna Declaration and Programme of Action, A/CONF.157/23

<sup>14</sup> CEDAW

influence the direction of social change to create a more just social and economic order, nationally and internationally.”<sup>15</sup>

“The concept of empowerment is related to gender equality but distinct from it. The core of empowerment lies in the ability of a woman to control her own destiny. This implies that to be empowered women must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), they must also have the agency to use those rights, capabilities, resources and opportunities to make strategic choices and decisions (such as are provided through leadership opportunities and participation in political institutions. And to exercise agency, women must live without the fear of coercion and violence.”<sup>16</sup>

### ***Gender Parity***

“...equal numbers of men and women at all levels of the organization. It must include significant participation of both men and women, particularly at senior levels. Gender parity is one of several integrated mechanisms for improving organizational effectiveness.”<sup>17</sup>

### ***Gender-based Violence***

“Gender-based violence is a form of discrimination that seriously inhibits women’s ability to enjoy rights and freedoms on a basis of equality with men...Gender based violence, which impairs or nullifies the enjoyment by women of human rights and fundamental freedoms under general international law or under human rights conventions, is discrimination within the meaning of Article 1 of (CEDAW).”<sup>18</sup>

“...any act of violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.”<sup>19</sup>

“...any harmful act that is perpetrated against a person’s will and that is based on socially associated differences between males and females. As such violence is based on socially ascribed differences. Gender-based violence includes, but it is not limited to sexual violence. While women and girls of all ages make up the majority of the victims, men and boys are also both direct and indirect victims. It is clear that the effects of such violence are both physical and psychological, and have long term detrimental consequences for both the survivors and their communities.”<sup>20</sup>

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<sup>15</sup> UN Secretariat, Inter-agency Task Force on the Implementation of the International Conference on Population and development’s Programme of Action, ‘Guidelines on Women’s Empowerment’

<sup>16</sup> Millennium Project Task Force on Education and Gender Equality, 2005, Taking action: achieving gender equality and empowering women

<sup>17</sup> UNDP Gender Parity Report 2007

<sup>18</sup> Committee on the Elimination of All Forms of Discrimination against Women, 1992, General Recommendation 19

<sup>19</sup> DEVAW, Article 1

<sup>20</sup> ECOSOC Humanitarian Affairs Segment, 2006, ‘Addressing Gender-based violence in Humanitarian Emergencies, ‘Gender-based violence and the role of the UN and its Member States’