

GOVERNMENT OF UGANDA

**The Social Development Sector
Strategic Investment Plan (SDIP)**

Final Report

2003

1.0 INTRODUCTION

Background

1.1 The Government of Uganda has over the last decade implemented an array of economic reforms ranging from stabilization and rehabilitation of the economy, to removal of structural distortions from the economy. These reforms have by and large been successful and the economy has yielded enormous gains. However, it is acknowledged that the high and stable economic growth rates need to be matched with corresponding human progress and development anchored in respect for the dignity and value of every person through promotion of human rights and social justice. This acknowledgement represents the need to attain an effectively integrated society through elimination of all forms of inequality, protection against vulnerability as well as the assurance of equal opportunities to disadvantaged sections of the population for social and economic advancement.

1.2 In light of the above, Government has initiated efforts to ensure human progress through the national development-planning framework. The Social Development Sector Strategic Investment Plan (SDIP) is therefore intended to organize and bring together all actors in the social development arena to ensure systematic, coordinated and effective execution of social development interventions. The SDIP identifies key social development concerns and outlines an overall strategic framework to address them.

1.3 The Social Development Sector deals with matters related to inequality, exclusion, unemployment, inequity, adult illiteracy, vulnerability and non-realisation of rights. It is carved out from the Social Sector, which encompasses services such as water and sanitation, health, housing, community empowerment and education. In the Ugandan context, many of these services have attained independent sector status. However, a major gap was identified regarding the needs of persons disadvantaged by physical abilities, age, economic & social status as well as gender. This gap constitutes the concept of Social Development concerns.

The MGLSD is the lead agency of the sector. Other key actors include; National Women Council, National Council for Children, National Youth Council, National Cultural Centre, Public Libraries Board, Local Governments, OPM, CSO's, Education sector, Health sector, water and natural resources sector, Agriculture sector, Roads sector, Ministry of Public Service, Ministry of Finance, Planning and Economic Development, Ministry of Local Government and Development Partners.

1.4 The plan focuses on social protection and encompasses initiatives that reduce economic and social vulnerability. The SDIP is intended to promote community mobilization and empowerment as well as rights for all. It is envisaged that the SDIP will ensure rational and efficient utilization of resources and accelerate investment in the field of social development.

National Policy and Legal Context

1.5 The Constitution of Uganda is the overall legal basis for government to plan and implement development programmes aimed at uplifting the conditions of all people in Uganda. This requirement is explicitly expressed in the National Objectives and Directive Principles of State Policy, wherein the State is tasked to define the national social and economic development agenda and ensure that all the people participate in its definition. The Constitution emphasizes the respect for human rights and freedoms, affirms the equality of all persons, prohibits discrimination on the basis of sex, age, ethnic or other social status, and obligates the State to institute affirmative action

measures in favour of poor and vulnerable persons for purposes of redressing structural and social inequalities.

1.6 The nationwide aspirations that guide government's development agenda were identified through a participatory Long Term Perspective Study contained in the Uganda Vision 2025 report. This report highlights elimination of mass poverty as a key concern that merits highest priority. To this end, government developed a Poverty Eradication Action Plan (PEAP). The PEAP forms Government's consolidated response to the problem of poverty in Uganda. It provides the overall framework within which government's planning and programming takes place. It guides the identification of priorities, allocation of resources, as well as the assessment of progress and impacts of government development programmes among others. The current PEAP is about to be revised. In developing the SDIP cognisance was taken of the areas identified for attention in forthcoming PEAP revisions, especially social protection.

1.7 The PEAP is constructed on four Pillars namely:

1. Fast and sustainable economic growth and structural transformation;
2. Good governance and security;
3. Increased ability of the poor to raise their incomes; and
4. Improved quality of life of the poor.

1.8 Implementation of the PEAP requires preparation of Sector-Wide Programmes (SWAp). The SDIP is an effort designed to respond to this requirement and supports all the four pillars since each has got social dimensions and implications. The SDIP will be effected along essential government policy thrusts, especially decentralization under which the SDIP will provide the overall framework within which social development priorities for districts and lower local government investment plans will be identified and addressed. In line with reforms in the Public Service, implementation of the plan will emphasize Results Oriented Management (ROM) principles to ensure maximum value for services delivered.

Structure of the Plan

1.9 The SDIP is organized in seven sections. Following this introductory chapter, Section two presents a situation analysis of the SDS in Uganda which highlights key social, economic and demographic data relevant to the sector, poverty perspectives and principal social development concerns, institutional arrangements in the sector, and SD legislative and policy framework. Section three deals with sector goal, strategies and principles. It also presents the sector overarching log-frame. Section four rolls out the priority areas for action; Section five handles indicative costing and financing aspects; Section six is concerned with management and institutional arrangements for implementation of the SDIP. Finally, Section seven outlines monitoring, review and evaluation procedures. There is also a glossary with key definitions and an executive summary.

2.0 SITUATION ANALYSIS

The Socio-Economic Situation

2.1 As a result of upheavals that beset Uganda during the 1970s and early 1980s, Ugandans experienced a severe decline in well-being. Basic human rights were violated; there were drastic reversals in socio-economic achievements and an almost total collapse of the SDS. Since the late 1980s, relative peace and stability have been restored and, over the last fifteen years, there has been considerable progress in terms of economic growth and development. On average the economy has grown at a rate of 6.5% per annum over the last 10 years. Uganda Bureau of Statistics (UBOS) data indicate that consumption poverty levels have reduced from 56% in 1992, to 44% in 1997 and 35% in 2000. Significant strides have been made in primary school enrolment from a low of 2.5 million children in 1996 to nearly 7.0 million (2001) of which 51.1% were boys and 48.9% were girls. Literacy rates have risen from 54% in 1991 to 63% (77% for men and 51% for women) in 2000. The HIV/AIDS infection rate dropped from 14% in 1995 to 6.1% in 2000, with a further drop to 5% in 2001.

2.2 Despite the introduction of many development programmes and some achievements, there are still major concerns. The HIV/AIDS epidemic continues to place a huge burden on the country's national resources and endangers national capacity and productivity. The structure of the economy is still dominated by a largely subsistence agricultural sector and there are growing unemployment and underemployment levels. Conflict and insecurity persist in many parts of Uganda. The quality of life for many, especially in the rural areas, has not improved substantively. Available data indicate that many Ugandans are not accessing essential services such as health care, information, credit, education, water and sanitation among others.

2.3 Uganda's population continues to grow rapidly, leading to higher dependency ratios. Households with high dependency ratios are more likely to be compromised and vulnerable. The fertility rate of 7.1 children per woman is still high. Another concern is the high incidence of teenage pregnancy, associated with higher risks to health and life for both mother and child. The girl child is also disproportionately affected by a higher school drop out rate, which stood at 39% at primary six level in 2001 compared with 33% for boys. Infant and maternal mortality rates remain high. Also of concern is the decline in take-up of child immunization, which stood at 38% in 2000, and the high levels of stunting, which indicate chronic malnutrition. Such low human development indices are evidence that various sectors need and expect support from the SDS to mobilize communities to participate in and benefit from services.

Persistent Inequalities

2.4 While poverty has been reducing and GDP growth increasing, inequalities are also increasing. Between 1997 and 2000 for example, the expenditures of the poorest 10% rose by just 8.3% while those of the richest 10% rose by 20%. There are also significant geographic inequalities in the incidence of poverty. In the Northern region, 65.8% of the population fall below the poverty line and account for over one third of the country's poor, compared with 20.3% in the Central region, 28.1% in the Western region and 36.5% in the Eastern region. Moreover, this poverty is largely manifest in the rural areas where 39.1% are poor compared with just 10.3% in the urban areas.

2.5 Analysis of the 35 percent currently below the consumption poverty line indicates that poverty impacts differently on different groups. A study¹ on poor and vulnerable groups in Uganda undertaken for SDIP reveals the following:

¹ Mijumbi, P. and Okidi, J. (2001). "Analysis of Poor and Vulnerable Groups in Uganda". Economic Policy Research Centre (EPRC), Makerere University, Kampala.

- Children (under 18 years) represent 62% of the poor, and child labourers are estimated at 3.3 million;
- Youth (between 18 and 30 years) constitute 16.3% of the poor;
- Women (33%) tend to be poorer than men (30%). This is more severe for widows (34%) including people living in households which are headed by widows;
- Poor households tend to be larger with 43% of the households having more than 10 members;
- Households headed by the elderly or by a child are more likely to be poor;
- Of persons living with disability, 46% fall below the poverty line;
- There are an estimated 2.3 million orphans (8.7% of the population). Of these 41% of boy-orphans and 36% of girl-orphans fall below the poverty line;
- The landless, the near landless and those without other non-labour productive assets are more likely to be poor;
- Households affected by civil strife have fared worse than others; and
- Internally displaced people are amongst the most disadvantaged. 530,000 IDPs and 190,000 refugees are scattered throughout 13 districts in Uganda.

2.6 Adult literacy services currently reach only 4.3% of the non-literate adults. According to the Uganda Poverty Status Report 2001, the current illiteracy rate for Uganda is 37%, the highest illiteracy rate in East Africa. Almost 5.5 million women and 1.4 million men in Uganda are non-literate, i.e. a total of 6.9 million adult Ugandans. There is a higher illiteracy status in rural (40%) than in urban areas (13%). There are other significant disparities, including between regions and districts. Northern Uganda at 53% lags behind the central region at 23%. The illiteracy rate is highest among the pastoral communities estimated at a high 94% in Karamoja. There is also a high number of semi-literate adults, youth and children. The illiteracy rate for persons with disabilities is estimated at 63%.

2.7 The relationships between poverty and gender are complex and context specific.² Other factors besides gender interact with poverty, including class, age and ethnicity. In general, women and children are more vulnerable to poverty than men. Commonly held beliefs, values and norms often directly affect the well-being of different groups in society. Women's vulnerability arises from their unequal social status and from unequal power relations, which accord women less access to and control over assets and resources than men; and moreover women participate less in decision-making. Women's responsibilities for care giving, economically productive activities and community life give them a much heavier burden of work than men have.

2.8 An analysis of poverty issues within the PEAP show that gender analysis is limited, by comparison with poverty analysis. Key gender concepts are not defined and the treatment of gender mainstreaming has not been applied. This results in an ad hoc treatment of gender issues is some of the pillars and themes of the PEAP, but not in others. Keller et al. (2002) point out that key findings about gender inequalities do not appear in any of the PEAP strategies. No reference is made to Uganda's National Gender Policy, which implied that linkages between institutions, poverty reduction and gender are ill-defined.

2.9 Keller et al's analysis of multiple policies and strategies for agriculture, education, health, sexual and reproductive health and water show that gender, and its

² Keller, B. (March 2002) Engendering Uganda's Poverty Eradication Initiatives: A Desk Review on Gender and Poverty, Report for Ministry of Gender, Labour and Social Development, Ministry of Finance, Planning and Economic Development and Department for International Development (DFID).

relation to poverty, is treated sporadically and very selectively. In some cases policies focus on women rather than on gender inequality per se. In the majority of cases there is a notable lack of any serious gender analysis and there were no examples of a sectoral policy of strategy where a gender perspective is mainstreamed.

2.10 Such persistent inequalities are cause for concern and an indication of the need for a focused SDIP. These same concerns are guiding the development of the revised PEAP. The SDIP should therefore assist in achievement of PEAP goals of poverty eradication, sustainable growth and structural transformation.

Perceptions of the Poor

2.11 It is clear from a number of sources, but in particular through data emanating from the Uganda Participatory Poverty Assessment Project, that the poor are aware of their circumstances and of the multiple nature of poverty. They have voiced³ their concerns about lack of access to basic services; about drop in quality of services such as health and education and negative attitudes of service providers; about insecurity and instability (cattle raiding, theft and rebel activity); about the fact that community decision-making is still predominantly a male domain and that the issue of 'gender' is unfamiliar to many service deliverers. They highlight unequal gender relations as reflected in unequal access to and ownership of productive resources, sexual abuse, domestic violence, multiple workload and access to services. The poor and vulnerable feel powerless, exploited, not listened to and lack essential information. Concerns were expressed for the elderly without children or relatives who have difficulty surviving; the many youth who lack access to productive resources and services; internally displaced people; orphans and people with disability who report isolation by community leaders, limited access to information, opportunities and skills.

2.12 Qualitative studies such as Participatory Poverty Assessments have indicated concerns of the poor related to health and safety issues at work due to unsafe working conditions or environment; about the role of some negative aspects of culture in the exacerbation of poverty among social groups such as dowry and its impact on women's status, the impact of changing patterns of land ownership for example the implications of increase in leasing of land; about low and highly volatile commodity prices, including coffee, cotton, tobacco, maize, bananas, beans; and impact of livelihood changes on the poor such as dairy commercialisation, dam construction and shifting of park boundaries.

Vulnerability and Risk

2.13 Poverty is not just about lack of income but is complex and multi-dimensional and inter-related with social deprivation and risk in a dynamic manner. Therefore the concepts of vulnerability and risk, and not just poverty, are also important in the SDIP. Vulnerability relates to lack of security, susceptibility to risk and/or exploitation. It is a measure of the resilience of individuals, households, and communities and indeed of the nation to withstand any shock that might result in increased poverty. The main sources of vulnerability and risk in Uganda have been identified as economic, demographic, political and socio-cultural.⁴ It is therefore important to take account of:

³ UPPAP (November 2001). "Analytical Study of the Poor and Vulnerable Groups in Uganda"

⁴ Social Protection in Uganda: Phase 1 Report (Draft) prepared for the Social Protection Task Force August 8, 2002 (draft available from MGLSD)

- The potentially poor as well as the currently poor and the factors that might plunge them below/further below the poverty line (**such as adverse macroeconomic changes and deregulation**);
- The particular vulnerability that attaches to certain characteristics (such as gender and disability), stages in life-cycle (such as the very young, adolescent and elderly), and certain households (single/child/elderly-headed households or lone widow);
- The risks to personal safety and security that accompany conflict between groups (such as displacement, injury and disability)
- Socio-cultural risks which discriminate against certain ethnic groups or perpetuate abuse of children and women.

2.14 The following table lists some of the main vulnerable groups in Uganda. Because of the composite nature of vulnerability, it is possible for any individual to belong to several vulnerable groups.

Conflict-Related	Demographic Categories	Poverty-related
<ul style="list-style-type: none"> • Refugees • Internally Displaced Persons • War orphans • Abductees • Traumatized civilians • Households living in or near conflict zones 	<ul style="list-style-type: none"> • Asset-less widows and widowers • Orphans and abandoned children • Female-headed households • Child-headed households • Illiterates • Elderly • People with disabilities • Chronically sick • HIV/AIDS sufferers and carers • Victims of domestic abuse • Ethnic minority groups • Street children 	<p>Urban</p> <ul style="list-style-type: none"> • Urban unemployed • Low-paid workers • Informal sector workers • Beggars • Squatters <p>Rural</p> <ul style="list-style-type: none"> • Rural landless • Cash crop farmers • Nomadic Pastoralists • Plantation workers

Source: Social Protection in Uganda: Phase 1 Report: Vulnerability Assessment & Review of Initiatives, August 2002, Prepared for the Social Protection Task Force

2.15 Traditionally, vulnerability in Uganda was mitigated by cultural community bonds, which helped the affected cope with shocks. One example of this relates to non-formal and kinship based social security that caters for the vulnerable in society, such as has been the case in care of orphans. As the extended family system is replaced by nuclear families in response to socio-economic change, these non-formal systems are under threat⁵. For children, youth and women, special efforts are needed to overcome culture barriers, which make it difficult for them to be listened to and to participate. The *Uganda Vision 2025* document aspires for positive cultural values for the promotion of socio-economic development and equal opportunities for all, and for freedom from negative cultural values, practices and traditions. Thus culture is an integral part of the SDIP.

2.16 One of the greatest challenges for the Social Development Sector is how to protect workers, especially those in the informal sector, from exploitation and unsafe work environments (in terms of physical health and personal safety). The majority of Ugandans work in this sector; however, the labour standards regulating this sector are very weak. A draft National Employment Policy has been prepared that deals with many issues related to workers' rights and labour market issues. The UPPAP study

⁵ UPPAP (November 2001). "Analytical Study of the Poor and Vulnerable Groups in Uganda"

reveals how certain categories of workers such as low-paid and migrant workers are often exposed to harsh conditions, are exploited, lack personal security, live in unsanitary conditions, and, if they are women, are vulnerable to sexual harassment. This appears to be at variance with Government commitment in *Uganda Vision 2025* to improve safety and health conditions in the workplace as a major factor for improving livelihoods.

Social Protection

2.17 It is clear from the above that there are substantial unmet social protection needs. The SDS has a particular responsibility for ensuring some form of social protection to all poor, vulnerable and marginalised Ugandans. Presently large budgetary allocations go to national programmes (e.g. UPE) and sector Ministries (Health, Education), but relatively small allocations go to specific vulnerable groups (e.g. orphans and marginalised communities), even though these are not small groups, and their needs are significant.⁶

2.18 Achieving the goal of social protection faces several fundamental challenges including financing, political commitment, sustainability, and administrative capacity targeting the vulnerable. Current public provision of social services in Uganda is inadequate, district implementation has been patchy, NGO programmes and public micro-initiatives (such as micro-finance and micro-health schemes) have limited outreach and coverage, and overall capacity to target those most in need/at risk is limited. Informal social support systems, while a vital source of protection, are under severe strain, and are unlikely to be adequate for meeting all the needs of the poor and vulnerable. The SDIP therefore focuses on processes and mechanisms to improve the policy framework, promote NGO and private sector involvement, increase resources and design and implement effective social protection programmes for the poor and vulnerable.

Institutional Framework for the SDS

2.19 The SDS encompasses a number of sub-sectors that are substantive in their own right such as Community development and labour, as well as in having inter-sectoral linkages. The MGLSD as a lead agency has a role to develop policies, procedures, guidelines and standards. It also coordinates the activities of the various sub-sectors in the SDS. In this regard, a number of autonomous bodies complement other government agencies in regulating, promoting and coordinating the delivery of social development services and answer to government through the MGLSD.

2.20 The MGLSD at the centre works closely with local governments that will largely be responsible for implementation of the SDIP. In recognition of the crucial role to be played by social mobilization in improving access to services, GoU is supporting activities to revitalise the community development function at district and sub-county levels in local governments. Currently, out of 927 vacancies for Community Development Workers (one CDW per sub-county), only 661 Community Development Worker positions are filled and, of those, 407 do not meet the necessary qualification standard set for the post in the current context. Presently efforts are underway to fill posts, devise an upgrading training plan and clarify roles and functions. It is expected that this will re-organise the SDS to catalyse and mobilise communities to participate and demand better services.

⁶ Social Protection in Uganda: Phase 1 Report (Draft) prepared for the Social Protection Task Force August 8, 2002 (draft available from MGLSD)

2.21 There are also other Government Social Development initiatives such as NUSAF, coordinated by Office of the Prime Minister (OPM). In addition, there is a wide diversity of civil society groups within the SDS, including numerous NGOs that provide advocacy and deliver services, and faith-based organisations that continue to play a significant role in the sector. Trade Unions, professional associations, and employer's groups, also constitute a vital part of the sector. There are many development partners supporting the SDS, but there is limited centralised information available on their activities and plans. Furthermore, there is a lot of fragmentation and overlap of activities among the range of agencies in the sector, leading to wastage of resources, inefficiency and diminution of impact. As an example, it is pointed out in the *Situational Analysis of Orphans (2002)* that there is no overview of interventions carried out by different stakeholders and no attempt to co-ordinate various efforts to address orphan needs. This situation prevails in other areas within the SDS. Problems are also manifest in inadequate staffing, mentoring and support from the centre, funding and dissemination of guidelines at district and sub county levels.

Policy and Regulatory Framework

2.22 The SDS has relevant policies and laws focussing on the rights of the poor and vulnerable groups in society. These policies and laws are in consonance with International Conventions and Commitments to which Uganda is a party. These include the National Youth Policy, National Gender Policy, Children's Statute, the Workers Compensation Act, the Employment Decree and the Factories Act. The following policies are still in the making; Community Development Policy, the National Employment Policy, National Cultural Policy, National Orphans Policy and the Disability and Elderly Policy.

2.23 A persistent problem relates to the extent to which policies and laws are known and understood, especially those newly formulated. With the exception of the Children's Statute, relevant laws and policies are not translated into local languages, and efforts to disseminate information and provide education on laws and policies is inadequate. Also, resources available to monitor compliance with conventions and for reporting to the UN are inadequate.

2.24 Furthermore, laws when enacted are inadequately enforced. For example, the Situation Analysis of Orphans found that only 55% of orphans interviewed said that they had access to, and use of, their inheritance. Laws are in place to protect children, including orphans, but these are not disseminated widely or fully implemented. And although the Constitution assures that both men and women are treated equally under the law, inheritance law denies women the right to inherit their husbands' assets including land. Delayed enactment of the Domestic Relations Bill and of the Land Act, though not directly under the SDS, has relevance for the sector.

3.0 SECTOR GOAL, STRATEGIES AND PRINCIPLES

3.1 The MGLSD is the leading and coordinating agency for the SDS. The Ministry's mandate is to 'promote social transformation of communities by empowering them to harness their potential through skills development, cultural growth, labour productivity, and protection of their rights and freedoms, particularly for the poor and vulnerable groups for sustainable and gender responsive development'.

3.2 The MGLSD has a particular mandate in relation to poverty eradication and was charged in the PEAP (Volume 3) with articulating this mandate and differentiating it from that of other sectors. Thus, in development of the SDIP, the sector's unique role in poverty eradication was defined as '*To promote the participation of vulnerable and poor people in protecting their inherent rights to growth and development, for the attainment of poverty eradication.*' This will involve supporting not only interventions that mobilize the poor and vulnerable but also interventions targeting agencies involved in poverty eradication in order to promote the active participation of the poor and vulnerable people.

3.3 The mission, which encompasses all actors in the SDS, is creation of an enabling environment for social transformation, leading to improved standards of living for all, increased equality and social cohesion.

3.4 The Goal of the SDIP is to ensure full realization of the economic, social, cultural and civic rights, as well as improved livelihoods of people in Uganda, with particular focus on protection of the poor and vulnerable groups, for sustainable and gender-responsive development. The SDIP sets out a number of interventions designed to put in place the following outputs:

1. Reduction in the number of people living in difficult circumstances by enabling them to become self-reliant and better able to withstand shocks;
2. Informed communities mobilised, taking action, accessing services and demanding accountability;
3. Twenty percent improvement in levels of adult literacy;
4. An enabling environment for increasing employment opportunities.
5. Improved performance of SDS institutions to implement planned programmes at various levels.
6. Strengthened institutional and regulatory framework for social protection, leading to improved rights and equity for the poor and vulnerable.
7. Increased integration of equity and social inclusion issues across all sectors and at all levels.
8. Enhanced community cohesion through strengthening positive cultural values.

Sector Priorities and Outcomes

3.5 There is growing recognition of the need for policies, programmes and strategies that help to reduce the vulnerability of the poor and strengthen them to manage and cope with the risks that they face.

3.6 In recognition of the fundamental importance of social protection for SD sector target groups; the potential for a coherent strategy to maximise impact on the greatest number of beneficiaries; and the opportunity it provides to support increased access to and benefits from services delivered by all sectors, ***social protection becomes the unifying focus of this plan.*** However Social Protection is a multi-sectoral issue that requires actions at different levels. The MGLSD role will be in setting standards for actors within the SDS, co-ordinating cross-sectoral activities in social protection and providing support and guidance to other sectors in meeting the needs of vulnerable

groups. In the past 'social protection' has been mainly associated, with 'safety nets' targeted at chronically poor groups such as widows, orphans and the PWDs. For the SDIP, the concept of social protection has been broadened to include areas of risk reduction and risk management. It is recognised that for effective risk management social protection has to be 'mainstreamed' at a macro-policy level, within sector approaches as well as through targeted community level programmes.

3.7 Three overall sector outcomes have been identified for the SDIP. Each will contribute to the goal. These are:

- Increased equality, equity and respect for rights of the poor and vulnerable
- Increased levels of community empowerment
- Increased productivity and employment opportunities for sustainable livelihoods

Increased equality, equity and respect for rights of the poor and vulnerable

3.8 A focus of the SDIP is ensuring that people are educated on their rights and that the institutional environment is strengthened and responsive so that those individuals who are aware of their rights are able to access them relatively quickly and securely. A priority for the MGLSD, will be co-ordination and monitoring of initiatives to ensure that support is being distributed to the most vulnerable groups; to enhance equitable provisioning of services and; to identify gaps in addressing the concerns of the poor and vulnerable.

Increased levels of community empowerment

3.9 A particularly crucial area will be strengthening community-based responses to social protection, both advocacy and targeted service delivery. These responses shall not undermine the welfare, dignity or interests of the individuals to whom the social protection is directed. Thus interventions to improve capacity to mobilise and empower communities and individuals are included in the SDIP (Section 4). These include strengthening community development structures at local government levels; increasing access to information; promoting the cultural values of Uganda that support indigenous social protection measures; and providing functional literacy skills.

Increased productivity and employment opportunities for sustainable livelihoods

3.10 Since labour is often the main or only asset of poor people, equitable access to sustainable and productive employment is a major aspect of risk reduction. Therefore in developing a coherent social protection strategy for Uganda consideration needs to be given to how different policy instruments support risk reduction in the context of labour markets and to initiatives which support pro-poor employment policies at all levels and within the informal as well as formal sectors. The SDIP includes such interventions, which are described in greater detail in the next section.

Overview of Strategies and Principles

3.11 A twin-track approach is the overall strategy for the SDIP. The first approach is mainstreaming social development concerns through working with and supporting policy and programme formulation and delivery of services by government, individual ministries, civil and private sector actors. The intention is to support these sectors to integrate and address SD issues such as equality, rights and participation of the poor and vulnerable. The second approach is targeted direct interventions to ensure that the interests and needs of particular groups are addressed and that those not currently benefiting from development are given the opportunity to do so.

3.12 Through the SDIP there will be increased focus on outcomes and on monitoring progress towards these. As already articulated above, it is intended to re-structure the

Ministry and orient the sector towards achievement of the three priority outcomes. Other identified strategies include a decentralised focus; strengthening capacities within the sector and promotion of a holistic approach with multi-sectoral collaboration and alliances

3.13 The following are the guiding principles underlying the implementation of the SDIP:

- i. Promotion and enjoyment of economic, social, cultural and civic rights;
- ii. Multi-sectoral collaboration;
- iii. Decentralised service delivery;
- iv. Private sector participation;
- v. Promotion of equity;
- vi. Promotion of women's advancement;
- vii. Promotion of social inclusion;
- viii. Promotion of community cohesion;
- ix. Promotion of employment for income generation;
- x. Promotion of community participation for poverty eradication.

THE OVERARCHING LOGFRAME FOR THE SECTOR, 2003 – 2008

GOAL AND PURPOSE OF SDIP

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE
<p>OVERALL GOAL OFSDIP</p> <p>Ensure full realization of the economic, social, cultural and civic rights, as well as improved livelihoods of the people in Uganda, with particular focus on the poor and vulnerable groups, for sustainable and gender-responsive development.</p>	<ul style="list-style-type: none"> • Evident and sustainable widespread respect and enjoyment of economic, social, cultural and civic rights, as well as improved livelihoods by a significant proportion of people in Uganda in all spheres of life and work, particularly with regard to the poor and vulnerable groups. • Demonstrable commitment to sustainable and gender-responsive development by the public and private sectors, as well as the general public. 	<ul style="list-style-type: none"> • National development policies and plans (documents) • Sectoral action plans (documents) • Program & Project evaluation reports • Impact assessment reports • Periodic Human Rights Status reports • UHRC Annual reports • Enacted and enforced National laws in support of rights and improvement of livelihoods in a gender-responsive and sustainable manner • PEAP reviews 	<ul style="list-style-type: none"> • Political will and support will be sustained. • Political stability and security will prevail. • Other actors/stakeholders (sectors, Local Governments, development partners, etc.) will cooperate, play their roles & be supportive. 	<p>MGLSD</p> <p>in conjunction with:</p> <ul style="list-style-type: none"> • All other sectors, • All Local Governments, • Key Development Partners, • Key CSOs, • Other key SDS institutions
<p>PURPOSE OF SDIP</p> <p>To increase levels of Social Protection for all by reducing Vulnerability, Inequality and Powerlessness especially among the poor and vulnerable</p>	<ul style="list-style-type: none"> • Percentage of population living under difficult circumstances by socio-economic group; • Level of response and participation by communities in development activities; • Level of awareness on development issues and rights especially among the poor and vulnerable; • Level of Social Development responsiveness in national and local government programmes; • Level of gender equality in access to and control over resources; • Level of employment for the poor and vulnerable • Percentage of prioritised vulnerable groups covered or reached by social protection initiatives. 	<ul style="list-style-type: none"> • SD sector periodic reports. • Capacity building reports. • SD sector institutional periodic reports. • Sectoral BFPs. • Sectoral policies and plans. • SD concerns Mainstreaming M&E reports. • Local Government plans and BFPs. • Sub-county and Parish development plans • Program and project M&E reports. • Community and workplace level impact assessment reports • UPPAP reports 	<ul style="list-style-type: none"> • Political will and support will be sustained. • Political stability and security will prevail. • Adequate funds will be made available in time. • Other actors /stakeholders (sectors, Local Governments, Development Partners, etc.) will cooperate, play their roles & be supportive. • Target communities and groups will respond positively and cooperate. 	<ul style="list-style-type: none"> • Permanent Secretary (PS), MGLSD, • Key Development partners, • Key CSOs, • Other key sector institutions • CAOs, CDOs, & Sub-county Chiefs of all Local Governments.

The following issues cut across all the indicators and will be taken into consideration:

- All indicators will be disaggregated by sex, age, PWD and geographical areas;
- Relevant indicators will measure efficiency in terms of Time and Cost/Finance;
- Standards will be developed to define what is meant by "Functional" e.g. for telecentres and CBMIS.

4 SECTOR INTERVENTIONS

4.1 The SDIP has the following programme areas:

- A. Support to People In Difficult Circumstances**
- B. Community Mobilization and Empowerment**
- C. Promotion of Employment and Productivity**
- D. Mainstreaming Social Development Concerns**
- E. Administration and Institutional Development**

The first three programme areas comprise the core SP interventions, whereas the others provide support towards effective service delivery by both SD sector institutions and other actors. The main focus of these programme areas is Social Protection.

CORE SOCIAL PROTECTION INTERVENTIONS

A. Support to People In Difficult Circumstances Programme Area

Rationale

4.4 A wide range of people living in conditions defined as difficult are constrained in accessing fundamental services or are not sufficiently positioned to tap essential development opportunities. As a result, their ability to avert risk or manage shocks is limited. The social development sector will support programmes to rehabilitate, resettle, reintegrate and empower such vulnerable groups, which includes IDPs, child labourers (estimated at 3.3 million), abused and neglected children, orphans (currently estimated to be 2.3 million) PWDs, HIV infected and affected persons in communities and at the workplace, the elderly, unemployed youths and women, and ethnic minorities. A particular challenge will be to target those most in need. It is recognized for example that not all PWDs or orphans are in need and that not all of those 'in need' have the same needs. Different interventions will be necessary to meet specific needs of different groups.

Objective

4.5 The main objective of this programme area is to reduce the proportion of people living in difficult circumstances by enabling them to become self-reliant.

Outcomes

4.6 The expected benefits under this area include increased awareness on and fulfilment of rights for the targeted groups, as well as improved livelihoods for the poor and vulnerable. Other expected benefits include improved positive response to vulnerability issues; increased economic empowerment; a conducive policy and operational framework for addressing the needs of different vulnerable groups in Uganda; and increased levels of confidence and self-esteem.

Outputs

- 4.6.1 People in difficult circumstances rehabilitated, resettled, re-integrated and empowered to become self-reliant;
- 4.6.2 Safety nets for people in difficult circumstances put in place and operational;
- 4.6.3 Programmes to support HIV/AIDS infected and affected persons at the workplace and in communities strengthened and expanded.

The relevant activities that would lead to the outputs and benefits are given in the Logframes.

Targets

- 4.7 Under this initiative the plan targets to achieve the following:
- Reduce child labour by 20% over the plan period
 - 6,000 street children resettled and reintegrated
 - Support to 25% of the orphans
 - Provide entrepreneurial skills to 86,000 unemployed youth
 - 8 new remand homes built and 6 existing ones rehabilitated for children in conflict with the law
 - 140,000 PWDs rehabilitated and re-integrated in communities
 - 100,000 formal & informal sector workers sensitized on HIV/AIDS
 - Psychosocial support services provided to 13,000 children in armed conflict.
 - At least 28,000 unemployed youth accessing Micro-credit services and grants;

It is difficult to set specific targets for some groups of people (e.g IDPs, elderly persons, widows, people affected and infected with HIV/AIDS, child mothers and abused children, ethnic minorities) to benefit from the PIDCs programme because it cannot be known in advance, which CSO/NGO/LA are involved and the magnitude of the programmes they implement. Clear targets will emerge after a sector audit has given a wider picture of the scale of activities of the stakeholders in the sector.

Implementation Strategy

4.8 Achieving the above objectives calls for the promotion of partnerships between MGLSD, other sector ministries and government agencies, Local Governments, CSOs, NGOs, cultural institutions and development partners. Local governments will oversee and deliver services to certain PIDCs. Non-governmental, civil society and community-based organisations will play an increased role in meeting the needs of different groups. Joint planning and networking among all actors will be extremely important for achieving maximum impact, minimising duplication of efforts and ensuring that all the support being given is distributed on the basis of most vulnerable. The MGLSD will play a policy-leading, standard-setting, coordination and technical-support role while the other actors will be responsible for grass-root target group action. In addition MGLSD will channel public funds to agencies that can show they will use them to respond to priority needs of PIDCs.

MGLSD will establish criteria for channeling funds to implementing agencies. The criteria will among others include:

- the numbers of priority PIDCs which an agency supports, its geographical coverage, and how well its programmes alleviate the problems of its target group;
- the extent to which the funds requested would allow it to increase the impact of its services for its target group;
- the comprehensiveness and realism of the plans it submits for use of the funds requested;
- whether or not the needs of the target group are already covered by other programmes;
- the level of poverty of the target group;
- the cost-effectiveness and efficacy of the services;
- governance issues, including the accounting and auditing systems by which it ensures that funds allocated will be used properly; and

- the level of matching funds raised by the implementing agency.

LOGFRAME FOR SUPPORT TO PEOPLE IN DIFFICULT CIRCUMSTANCES PROGRAMME AREA

OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
1.1 People in difficult circumstances rehabilitated, resettled, re-integrated and empowered to become self-reliant	<ul style="list-style-type: none"> No. of people in difficult circumstances successfully resettled, re-integrated and provided with kits No. of psycho-social support initiatives to IDPs, Abducted children, orphans, People infected and affected by HIV/AIDS, Child labourers, Abused & neglected children, PWDs, Widows, mentally ill, and traumatized people No. of rehabilitation services available at community level No. of PWDs participating and benefiting from development initiatives No. of income generating initiatives for the widows, unemployed youth, elderly, PWDs and level of self reliance 	<ul style="list-style-type: none"> M&E reports Progress reports District reports SDS Annual reports 	<ul style="list-style-type: none"> Political stability and security will prevail; Adequate and timely funds; Support from all stakeholders; Target communities and groups will respond positively and cooperate 	<ul style="list-style-type: none"> MGLSD OPM Key CSOs LAs UWESO NUDIPU UAC 	July 2008
Activities <ul style="list-style-type: none"> Conduct a Baseline Needs Assessment for PIDCs. Formulate Policies on disability, orphans and disadvantaged children. Conduct awareness sessions at community and household levels. Support programs for skills development. Identify and support CSOs and CBOs providing social protection services to PIDCs. Provide rehabilitation, resettlement and re-integration kits, packages and social services to the target groups (orphans, street children, child labourers, etc) and also empower them to become self-reliant. Support to entrepreneurial skills development and start up initiatives for unemployed Youth Support LAs to build new remand homes and rehabilitate existing ones. Carry out M&E & impact assessment. 				Inputs Refer to detailed Cost Estimates in Annex 1A	Cost Estimate Refer to detailed Cost Estimates in Annex 1A
OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
1.2 Safety nets for people in difficult circumstances put in place and operational	<ul style="list-style-type: none"> No of programs/interventions implemented to provide for the survival and development needs of ethnic minorities, young people, unemployed youth, abused and neglected children, PWDs, IDPs, Orphans, traumatized people & Elderly No. of programs addressing vulnerability of people in difficult circumstances 	<ul style="list-style-type: none"> M&E reports Progress reports District reports SDS Annual reports 	<ul style="list-style-type: none"> Political stability and security will prevail; Adequate and timely funds; Support from all stakeholders; Target communities and groups will respond positively and cooperate 	<ul style="list-style-type: none"> PS,MGLSD PM Key CSOs LAs UNFPA EDF GTZ 	July 2008
Activities <ul style="list-style-type: none"> Design and implement safety nets for various categories of people in difficult circumstances. Strengthen the role of LCs and other local community leaders in interventions and care with regard to people in difficult circumstances. Raise awareness at family/household level on childcare and protection. Support to ethnic minorities. Develop a National Social Security System and review the NSSF Act (1985). Support orphans initiatives Design and operationalize safety nets for various categories of people in difficult circumstances. Carry out M&E & impact assessment. 			Inputs Refer to detailed Cost Estimates in Annex 1A	Cost Estimate Refer to detailed Cost Estimates in Annex 1A	

OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
1.3 Programmes to support HIV/AIDS infected and affected persons at the workplace and in communities strengthened and expanded	<ul style="list-style-type: none"> • No of employees/workers participating in HIV/AIDS prevention activities at the workplace • No of infected and affected persons receiving the support • No. of community support programs for HIV infected and affected persons or groups • Amount of resources disbursed to and effectively utilised by HIV/AIDS community support programmes • No. of women Councillors and women leaders trained 	<ul style="list-style-type: none"> • Program M&E reports • Records of financial resources disbursed for support programs • Record of programmes designed and implemented 	<ul style="list-style-type: none"> • Political stability and security will prevail; • Adequate and timely funds; • Support from communities; • Target institutions and sectors will respond positively and cooperate 	<ul style="list-style-type: none"> • MGLSD • Key CSOs • LAs (CDOs and CDAs) • Key Development Partners • NOTU • FUE • UAC • NWC 	July 2007
Activities <ul style="list-style-type: none"> • Design and develop HIV/AIDS care and support programs at the workplace and community levels. • Implement the care and support programs, and build the capacity of institutions and other actors involved in implementing such programs. • Develop and operationalize an institutional mechanism (including an effective M&E system) for ensuring effective implementation of the care and support programs. • Carry out M&E & impact assessment. 				Inputs Refer to detailed Cost Estimates in Annex 1A	Cost Estimate Refer to detailed Cost Estimates in Annex 1A

B. Community Mobilization and Empowerment Programme Area

Rationale

4.9 The community empowerment programme area includes a range of activities implemented mostly through the community development workers (whose functions are to be revitalised under this programme) to mobilize communities. It especially includes the functional adult literacy programmes, a crucial aspect of community empowerment. Other aspects of the programme area are; adolescent reproductive health and library services that provide direct support to communities.

4.10 Inadequate social mobilisation limits community capacity to demand for services; to manage and sustain community investments, and to respond to economic opportunities. The lack of access to information constrains effective decision-making as well as access to essential services, thereby impeding participation in development activities. Access to information is also critical for stimulating behaviour change and empowerment of especially the poor and vulnerable. Additionally, the lack of functional skills has a direct bearing on the people's productivity and on their capacity to plan and benefit from economic opportunities. Empowered communities make better use of education, health and agricultural extension services, they have better standards of public health, and are more active participants in the wider society.

4.11 Ultimately all these factors have significant implications for poverty, and for the performance of all sectors. Thus the Community Mobilisation and Empowerment programme area aims at empowering communities to initiate plan and manage development initiatives. Under the programme, emphasis is placed on increased access to information, knowledge and functional skills especially for the poor and vulnerable. The programme is built along principles of community participation, enablement for income generation and resilience to shocks, community empowerment for rights fulfilment and community management for sustaining community investments.

4.12 It is also envisaged that increased Functional literacy will be a strong foundation for reducing gender inequalities, increasing people's entrepreneurship and enabling poor individuals to fight poverty and resist sliding backwards when they emerge out of it. Evaluation of the Uganda literacy programme has shown that those who participate in literacy programmes are themselves more likely thereafter to be active in the community. Literacy programmes are an important part of community mobilisation efforts, and of community development.

4.13 The Programme for Enhancing Adolescent Reproductive Life, is one public-sector programme that is functioning over a wide area, and appears to meet the general criteria of this programme area. The programme is of high priority, since it addresses the needs of a large number of adolescents (up to three million in the SDIP period), helping them to manage their transition to adulthood. The SDIP will support its operations and its expansion to cover as fully as possible all the communities within the 22 districts where it works.

4.14 The community mobilization and adult literacy programmes are crucial to many aspects of social and economic development. They are programmes that already have a wide coverage, and that have been positively evaluated. Accordingly, they are the two highest priority programmes in SDIP, and are the programmes that are

planned to receive the greatest concentration of SDIP resources in the five year period.

Objectives

4.14 Informed communities mobilised, taking action, accessing services and demanding accountability.

Outcomes

4.15 The following outcomes are anticipated from the intervention:

- Increased community capacity to take action and participate in development, and demand for accountability;
- Increased access to information by the poorest and most vulnerable members of the community;
- Improved quality and efficiency in service delivery;
- Increased access to services at community level;
- More districts, sub counties and community level adult literacy action plans incorporated into the overall development frameworks;
- Increased access by both women and men to functional adult literacy;
- Improved capacity of adult literacy educators;
- Improved quality of learning and efficiency in FAL delivery systems.
- Improved cultural and artisan industries for sustainable livelihoods;

Outputs

4.16 Outputs under this area are:

- Community development functions for Mobilisation and Empowerment of communities revitalised;
- Capacity of communities (including their institutions & other actors) to initiate, plan, manage, monitor and evaluate interventions built;
- Education, information dissemination, sensitisation/ awareness-raising and advocacy programs on rights and other SD concerns especially for the poor and vulnerable designed and implemented;
- National Adult Literacy programme, as a major input and force in community empowerment and capacity building, developed and expanded at all levels; and
- Capacity of institutions, communities & other actors that promote culture built.

The relevant activities that would lead to the outputs and benefits are given in the logframes.

Targets

4.17 Targets include:

- Each sub-county having at least one CDW/CDA by 2004, with a significant proportion having at least two CDWs/CDAs by 2007; each district having a full-time CDO;

- Enabling 1.2 million non literate adults to become literate by the end of the plan period;
- 50% of the population mobilised and empowered with information on Development opportunities and available social services;
- 15 Community Libraries established;
- 3 million young people accessing reproductive health services.

Implementation strategy

4.18 The major role in social mobilization and community empowerment is to be played by the CDOs at district level, and the CDWs and CDAs at sub-county and community level. Other officers in local government, and institutions such as the Women and Youth Councils and cultural institutions will significantly contribute to information dissemination and other aspects of mobilization. MGLSD will provide guidelines, support training for community staff, and work with local authority decision-makers and planners to ensure that they implement community development policies. Library services will be expanded through the information kiosk programme at community level.

4.19 The employment of CDOs, CDWs and CDAs is crucial to the success of a large part of the SDIP. Yet they are employed by local governments, who have competing priorities for use of their limited budgets. Currently, the Institutional Framework for CDWs at Local Government level is being developed with the support from PMA to cover 24 districts. Funding for the employment, training and logistics of community staff must be ensured in form of conditional grants for all districts, if the SDIP is to achieve its objectives.

4.20 Functional Adult Literacy programmes will be expanded to cover the whole country as well as persons with disability. The implementation of the expanded FAL programme shall be based on partnerships between central, local governments and NGOs, adult education training institutions, the media, community level associations and groups, adult literacy instructors and the adult learners themselves

4.21 Adult literacy programmes will be expanded progressively to cover all sub-counties. Some 15,000 centres are planned, with training and incentives for volunteer literacy instructors. Expansion of the schemes is the responsibility of the Local governments, with support materials and training of instructors being organized by the MGLSD. The targets set for literacy learners are 1.2 million completing the course by the end of the SDIP, implying both that a significant proportion of illiterate adults will enroll and commit themselves to the arduous task of becoming literate. A network of instructors and volunteers will have to be established, supported and maintained throughout the country to mobilise and train the learners. It is worth noting here that even more ambitious targets had been suggested; however, SDIP analysis showed that a larger programme would probably not be feasible. The targets have been established at a level that reflects maximum likely demand from potential learners, and the scale of the network that could be established to respond to that demand.

LOGFRAME FOR COMMUNITY MOBILISATION AND EMPOWERMENT PROGRAMME AREA

OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
2.1 Capacity of communities (including their institutions & other actors) to initiate, plan, manage, monitor and evaluate interventions built.	<ul style="list-style-type: none"> • % of community members aware of development issues • No. of community projects initiated, managed and sustained • % of community members participating in planning and management of development initiatives • No. and type of capacity building initiatives implemented • No. of communities with functional CBMIS • No. of interventions implemented to support initiatives of the poor and vulnerable groups • No. of institutions (LGs, CSOs, FBOs, Women & Youth Councils & traditional Institutions) implementing programs / interventions • No. of poor and vulnerable persons and groups benefiting from the interventions. 	<ul style="list-style-type: none"> • M&E Reports • Records of Community Development Workers (CDAs) • Institutional, Sectoral and Community periodic reports • impact assessment reports 	<ul style="list-style-type: none"> • Conducive political climate will prevail • Target communities will respond positively and cooperate • Other stakeholders including Development partners will be supportive. • Adequate and timely funds will be available;; 	<ul style="list-style-type: none"> • Director, G&CD, MGLSD; • Head Planning, Monitoring and Coordination Secretariat; • Key Development Partners • CAOs • NWC • Key CSOs 	July 2007
Activities <ul style="list-style-type: none"> • Identify institutions and other actors involved in initiation, planning, implementation, expansion, strengthening, monitoring, evaluation. and management of social development interventions, and service delivery. • Carry out capacity needs assessment (including training and information needs) in the identified institutions and other actors. • Design and implement a capacity building plan for institutions, actors and communities (staffing, training, information, equipment & other technological needs, logistics, and other capacity needs), including a strategy for management of the process. • Support the implementation of NUSAF activities. • Implement the support schemes and build the capacity of institutions involved in economic and financial empowerment of poor and vulnerable groups. • Build the capacity of institutions involved in delivering services and providing information to the poor and vulnerable groups. • Build capacity among the poor and vulnerable groups to demand for services and information • Monitor and evaluate the implementation of the capacity building plan, the management strategy, and the impact of capacity building. 				Inputs Refer to detailed Cost Estimates in Annex 1B	Cost Estimate Refer to detailed Cost Estimates in Annex 1B

OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
2.2 Education, information dissemination, sensitisation/ awareness-raising and advocacy programs on rights and other SD concerns especially for the poor and vulnerable designed and implemented;	<ul style="list-style-type: none"> No. of programs designed and implemented for workers, women, children, elderly, PWDs Ethnic minorities, IDPs; No of musical and theatrical performances carried out No. of functional Community Centres (including Telecentres) established and utilised 	<ul style="list-style-type: none"> M&E reports; Awareness impact Assessment reports 	<ul style="list-style-type: none"> Adequate and timely funds; Support from all stakeholders; Target communities and groups will respond positively and cooperate 	<ul style="list-style-type: none"> PS, MGLSD Key CSOs UNESCO Public Libraries Board Key Development Partners CAOs Officers in charge of SS institutions 	July 2007
Activities <ul style="list-style-type: none"> Identify key actors who are active in implementing or supporting Rights, Social Development concerns, community development and HIV/AIDS initiatives. Establish Community centres (including Telecentres) Develop preventive information on occupational hazards for the formal and informal sectors. Design and implement educational, awareness-raising, information dissemination, sensitisation and advocacy programs, mainly involving: designing and developing of materials; production of the materials; and dissemination of the materials. Support enhanced adolescent reproductive life activities Carry out M&E & impact assessment. 				Inputs Refer to detailed Cost Estimates in Annex 1B	Cost Estimate Refer to detailed Cost Estimates in Annex 1B
OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
2.3 National Adult Literacy programme, as a major input and force in community empowerment and capacity building, developed and expanded at all levels	<ul style="list-style-type: none"> Enrolment rates on Adult Literacy and Non Formal Education Completion rates on Adult Literacy and Non Formal Education Adult Literacy rates No of trained and functional literacy workers No of communities / sub counties benefiting from Functional Adult Literacy 	<ul style="list-style-type: none"> FALP M&E reports; MGLSD & District periodic reports; NGO reports 	<ul style="list-style-type: none"> Conducive political climate will prevail Target communities will respond positively and cooperate Other stakeholders including Development partners will be supportive. 	<ul style="list-style-type: none"> Director G&CD, MGLSD; FAL Coordinator, MGLSD; LABE National Adult Education Association ADRA Action Aid FAL intersectoral committee CAOs 	July 2006
Activities <ul style="list-style-type: none"> Develop and operationalize an institutional mechanism (including an effective M&E system) for ensuring that the scope and coverage of FAL are effectively expanded, and the program is properly managed. Formulate Adult Literacy Policy. Expand the rate and coverage of functional adult literacy activities, including designing and developing more 			Inputs Refer to detailed Cost Estimates in Annex 1B	Cost Estimate Refer to detailed Cost Estimates in Annex 1B	

<ul style="list-style-type: none"> FAL materials, simplify them to make them user-friendly, and also translate them into local languages. Build capacity of institutions involved in the implementation of FAL activities, and among the population in Uganda's communities to demand for FAL services. Monitor and evaluate the implementation process and impact. 					
OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
2.4 Capacity of institutions, communities & other actors that promote culture built	<ul style="list-style-type: none"> No of cultural institutions whose capacity is built; No.of Community sensitisation meetings held; No. of artisans trained; No of studies conducted 	<ul style="list-style-type: none"> Institutional inventories M&E reports Periodic institutional reports 	<ul style="list-style-type: none"> Political will and support will be sustained; Political stability and security will prevail; Adequate funds will be made available in time; Other stakeholders including Local Governments and Development partners will be supportive. 	<ul style="list-style-type: none"> PS, MGLSD CAOs Key Development Partners Officers in charge of institutions involved in cultural promotion UNESCO 	July 2008
Activities <ul style="list-style-type: none"> Carry out community sensitisation meetings to foster positive cultural values for community cohesion. Formulate Culture Policy. Develop an inventory of cultural institutions. Mobilise relevant groups and provide market information to encourage commercial production by cultural and artisan industries Carry out a baseline study on culture in Uganda. Develop and implement a capacity building plan for cultural institutions. Conduct research on indigenous knowledge, cultural and artisan industries and cultural / artistic expressions. Monitor and evaluate the implementation of the capacity building plan, the management strategy, and the impact of capacity building. 				Inputs Refer to detailed Cost Estimates in Annex 1B	Cost Estimate Refer to detailed Cost Estimates in Annex 1B
OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
2.5 Community development functions for Mobilisation and Empowerment of communities revitalised	<ul style="list-style-type: none"> No of functional CDWs at sub county level; A coordination, harmonisation and regulatory mechanism for actors involved in community empowerment and capacity building strengthened and operational 	<ul style="list-style-type: none"> M&E reports Record of institutions and other actors networking and collaborating 	<ul style="list-style-type: none"> Conducive political climate will prevail Target communities will respond positively and cooperate Other stakeholders including Development partners will be supportive. 	<ul style="list-style-type: none"> PS, MGLSD PS, MFPED Head, Planning Monitoring and Coordination Secretariat CAOs PMA 	July 2008
Activities <ul style="list-style-type: none"> Recruit CDWs to fill vacant and other positions with qualified personnel at sub-county level. Conduct induction and reorientation training for new and existing CDWs respectively. Provide logistics for CDWs Formulate Community Development Policy. Enact Community Mobilisation Bill into a law. Develop and disseminate guidelines for community development work. Monitor & evaluate the effectiveness and impact of the entire institutional framework. 				Inputs Refer to detailed Cost Estimates in Annex 1B	Cost Estimate Refer to detailed Cost Estimates in Annex 1B

C. Promotion of Employment and Productivity Programme Area

Rationale

4.17 Labour is the only asset that the poor have. The productive engagement of this labour should therefore lead to eradication of poverty. The low levels of employment opportunities vis a vis the growing labour force has been identified as a major social and economic problem which has contributed to persistent poverty in Uganda. Unemployment and underemployment characterize the lives of many in the labour force, especially the youth, women and PWDs. Initiatives by most stakeholders chiefly target the economically poor but do not generate opportunities that are viable for the poorest of the poor. This intervention will seek to create labour intensive opportunities for work, including task-based approaches, to allow the poor and vulnerable to manage their time while also having an opportunity to earn an income. The private sector and Government agencies including District Authorities will be lobbied and influenced to adopt and promote labour intensive public works, more specifically community based employment intensive infrastructure construction, rehabilitation and maintenance. The intervention will be geared towards creating an environment where equitable access to safe, healthy and paid work will lead to risk reduction and income generation.

4.18 Those who are employed, on the other hand, often work in poor conditions, with total disregard to safety and health at work. Furthermore, there are many cases of poor industrial relations between employers and workers leading to work disruptions and loss of productivity. However, maintenance of high productivity requires good labour standards. Consequently, the role of labour inspectors at central, district and lower levels is important. In order to enhance productivity further, there is a need to establish productivity centres to provide services to small, medium and large enterprises.

Objective

4.19 To create an enabling environment for increasing employment opportunities and productivity for improved livelihoods and security for all, especially the poor and vulnerable.

Outcomes

4.26 The following outcomes are anticipated:

- Partnerships leading to increased take-up of labour intensive infrastructure programmes built;
- Increased community participation in labour intensive infrastructure programmes leading to increased access to employment and incomes for the poor and vulnerable;
- Workers including informal sector workers accessing information on rights, obligations and employment opportunities to protect them against discrimination and exploitation;
- Efficient systems and skilled personnel supporting and sustaining private sector and community initiatives;
- Progressive reduction of complaints, disputes, court cases; occupational accidents, diseases and illness.

Outputs

4.20 The outputs are:

- Relevant sectors and communities influenced to adopt community based labour intensive infrastructure construction, rehabilitation and maintenance;
- National Productivity Centre established and operational;
- More employment agencies established, and the capacity of existing ones built;
- Labour inspection and arbitration capacity built and deployed

Targets

4.21 Targets include:

- 3 Labour policies developed (Employment, Child Labour and HIV/AIDS at the Workplace);
- 4 Labour laws reviewed (Employment Decree, Trade Union Decree, Trade Disputes Act and Factories Act);
- 56 districts sensitised and adopting labour intensive infrastructure programmes to create sustainable jobs for the poor and vulnerable;
- A Productivity Centre in place and functional by 2005;
- Increase the number of district labour offices from 26 to 56 and extend public employment services to all the districts;
- Occupational Safety & Health Laboratory retooled and operational;
- Inspections of at least 4,400 workplaces annually.
- Increase the number of public employment agencies from 1 to 56

Implementation Strategy

4.22 At national level, the MGLSD in partnership with key stakeholders will be responsible for policy development. MGLSD will promote and monitor all aspects related to employment. Actors who will participate and be responsible for implementation at this level include, among others, FUE, NOTU, and Jobs for Africa/Uganda. At district and lower levels, emphasis will be on translating policy initiatives into reality. The Local Authorities will be encouraged to initiate deliberate efforts aimed at promoting the labour intensive approaches in infrastructure development that will extend employment opportunities to the poor and vulnerable. Under this programme area, the sector plan intends to focus on labour and employment policies to guide both government and the private sector in the provision and delivery of services.

4.23 MGLSD will work with local governments to ensure recruitment of an appropriate number of labour inspectors, to ensure pre-service and in-service training as necessary, and to ensure standards and policy for their work. MGLSD will launch studies of (a) how to spread the work of labour inspection to cover the informal and small-enterprise sectors, and (b) the feasibility of regionalising the occupational safety and health inspectorate, so as to reduce costs and increasing effectiveness.

4.24 The MGLSD in collaboration with MFPED, MTTI, FUE, NOTU, PSF, NORAD and UNDP will take the lead in establishing the Productivity Centre. Other stakeholders who will be involved include Uganda Investment Authority, Uganda National Chamber of Commerce and Industry, Uganda National Farmers Association, Uganda Management Institute, Management Training and Advisory Centre; and Uganda National Bureau of Standards. The MGLSD will play a leading role in commissioning a study on the feasibility of the productivity centre. The study will identify and recommend the most appropriate place where the centre should be located.

LOGFRAME FOR PROMOTION OF EMPLOYMENT AND PRODUCTIVITY PROGRAMME AREA

OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
3.1 Relevant sectors and communities influenced to adopt community based labour intensive infrastructure construction, rehabilitation and maintenance	<ul style="list-style-type: none"> No. and type of employment opportunities generated No of poor and vulnerable people employed in Labour intensive programs No. of infrastructure contracts awarded to target communities by Local Authorities. No. of employers applying task oriented approaches No. of new geographical areas covered by the promotion, & rate of adoption of the task oriented approaches Extent to which task oriented approaches are applied in the formal and informal sector 	<ul style="list-style-type: none"> M&E reports SDS periodic reports District based reports Reports from other sectors 	<ul style="list-style-type: none"> Political will and support will be sustained; Political stability and security will prevail; Adequate funds will be made available in time; Other stakeholders including Sectors, Local governments and Development partners will be supportive. Targeted groups will respond positively and cooperate. 	<ul style="list-style-type: none"> MGLSD MFPED MOWHC MOES LAs Key CSOs Development Partners 	July 2008
Activities <ul style="list-style-type: none"> Conduct sensitisation and dialogue/consensus building workshops for key actors in the relevant sectors and communities on the importance of adopting labour -intensive infrastructure programmes for employment creation to eradicate poverty. Create awareness and foster a sense of ownership of public infrastructure developed through labour intensive approaches Mobilise and organise communities and equip them to participate in labour intensive programmes. Identify areas of infrastructure development and the types of infrastructure required, and take necessary influence and support action. Develop and operationalise appropriate task-oriented employment approaches (based on research and feasibility studies). Sensitise communities and Employers on Task oriented approaches. Monitor and evaluate the process and outputs. 				Inputs Refer to detailed Cost Estimates in Annex 1C	Cost Estimate Refer to detailed Cost Estimates in Annex 1C
OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
3.2 Labour inspection and arbitration capacity built and deployed.	<ul style="list-style-type: none"> No. of inspectors trained No. of inspections carried out Existence of a functional OSH laboratory No. of new labour inspectors recruited by Local Governments 	<ul style="list-style-type: none"> SDS periodic reports Training reports Budget reports M&E reports 	<ul style="list-style-type: none"> Political will and support will be sustained; Political stability and security will prevail; Adequate funds will be made available in time; Other stakeholders including Sectors and Local governments will be supportive. 	<ul style="list-style-type: none"> MGLSD LAs FUE NOTU Industrial Court Development Partners 	July 2008
Activities <ul style="list-style-type: none"> Conduct needs and organisational analysis study. Internal and external training of labour inspectors. Provide logistics to labour and safety inspectors 				Inputs Refer to detailed Cost Estimates in Annex 1C	Cost Estimate Refer to detailed Cost Estimates in Annex 1C

<ul style="list-style-type: none"> • Provide field and laboratory equipment for safety inspections • Lobby and influence Local Governments to recruit labour inspectors • Facilitate the industrial court to expeditiously settle labour disputes • Carry out Monitoring and Evaluation on the task-oriented employment approaches and support schemes. 							
OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE		
3.3 National Productivity Centre established and operational	<ul style="list-style-type: none"> • Existence of functional Productivity Centres 	<ul style="list-style-type: none"> • Centre's establishment document • Centre's periodic reports • M&E reports 	<ul style="list-style-type: none"> • Political will and support will be sustained; • Political stability and security will prevail; • Adequate funds will be made available in time; • Other stakeholders including Development partners will be supportive. 	<ul style="list-style-type: none"> • PS, MGLSD • Executive Secretary, FUE • PS,MFPED • Secretary General, NOTU • PS, Trade & Industry • NORAD • PSF • UNCCI • UNBS • UNFA • MTAC • UMI 	March, 2008		
Activities <ul style="list-style-type: none"> • Carry out feasibility study for National Productivity Centre • Plan, design and establish an efficient National Productivity Centre. • Conduct research studies and productivity audits. • Operate and maintain the Productivity Centre. • Monitor and evaluate the performance, utility and impact of the centres. 				Inputs Refer to detailed Cost Estimates in Annex 1C	Cost Estimate Refer to detailed Cost Estimates in Annex 1C		
OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE		
3.4 More employment agencies established, and the capacity of existing ones built;	<ul style="list-style-type: none"> • No. of new employment agencies established and operational; • No. of job placements carried out by employment agencies 	<ul style="list-style-type: none"> • M&E reports • Agency periodic reports • MGLSD placement records 	<ul style="list-style-type: none"> • Political will and support will be sustained; • Political stability and security will prevail; • Adequate funds will be made available in time; • Other stakeholders including Development partners will be supportive. 	<ul style="list-style-type: none"> • PS, MGLSD • FUE • NOTU • PSF • Private Entrepreneurs • CAOs • Development Partners 	March 2008		
Activities <ul style="list-style-type: none"> • Carry out a baseline study to establish the status of existing employment agencies. • Develop guidelines for establishing and operating employment agencies. • Carry out capacity needs assessment in the existing employment agencies. • Establish Labour Market Information System through networking and partnership among the stakeholders. • Monitor and evaluate performance of the agencies. 				Inputs Refer to detailed Cost Estimates in Annex 1C	Cost Estimate Refer to detailed Cost Estimates in Annex 1C		

SUPPORT INTERVENTIONS

D. Mainstreaming Social Development Concerns Programme Area

Rationale

4.25 Social Development concerns, such as inequality, exclusion, and unemployment, are crosscutting and therefore all actors in the development process are expected to take action to address them in their respective areas of mandate. However, the required actions do not happen spontaneously; thus the need for the SDS to actively engage all sectors and local governments to design and implement SD responsive interventions. This will ensure that development processes counter specific vulnerabilities arising from factors such as gender, physical capacity, age, and employment/ unemployment. Additionally, opportunities for participation in and benefit from development interventions for all will be enhanced. Major interventions in this programme area include: developing and implementing a strategy for mainstreaming SD concerns, establishing a co-ordination mechanism to strengthen advocacy for SD concerns, and training selected implementers.

Objective

4.26 The objective of this programme area is to improve attention to issues of inequality, social exclusion and access to basic services across all sectors at all levels.

Outcomes

4.27 Expected outcomes include:

- Development and implementation of policies, plans and programs at national and local government levels to contribute towards targeting the poor and vulnerable groups;
- Increased awareness of SD concerns throughout society;
- Actors in the development process committed to address SD issues, having acquired skills to help them to do so;
- Strengthened partnerships and networking between SDS and other actors at national and local government levels;
- A more efficient and effective use of human and financial resources, to allow SD activities to reach a wider coverage of the population.

Outputs

4.28 The outputs are: -

- A Gender Management System established and operationalised
- An overall social development mainstreaming strategy developed;
- Capacity of social development institutions, all other sectors, local governments, and communities for mainstreaming social development concerns, built and strengthened;
- Policies, laws and plans reviewed for Social Development responsiveness.

Targets

4.29 Targets include:

- Training on SD concerns conducted for decision makers and Planning officers of 5 priority sectors of Education; Health; Water; Agriculture; and Roads.
- Training on SD concerns conducted for technical officers in 56 districts
- Conduct equity budgeting analyses of 9 sector BFPs and 24 district BFPs over the plan period.
- Conduct sensitisation for 80% of decision makers at national and 40% in Local Governments
- Reviewing Sector policies, national and district programmes, and laws to ensure SD compliance
- Gender Management System, Gender Equality Forum, and Inter Ministerial Committees in place and functional by 2005

Implementation Strategy

4.10 MGLSD will develop an advocacy and mainstreaming strategy. In accordance with this strategy, objectives will be attained through training and workshops, organised by MGLSD staff, or by NGOs, CSOs or consultants on behalf of the Ministry. Budget analyses will be conducted by CSOs. MGLSD will give technical support and set standards for incorporation of SD concerns by other actors in implementing their programmes.

4.31 Achieving the above will require strengthening the mechanism for co-ordination of SD mainstreaming efforts at national and local government levels. MGLSD will develop an advocacy and mainstreaming strategy. In accordance with this strategy, objectives will be attained through training and workshops, organised by MGLSD staff, or by NGOs, CSOs or consultants on behalf of the Ministry. Budget analyses will be conducted by CSOs. MGLSD will give technical support and set standards for incorporation of SD concerns by other actors in implementing their programmes.

LOGFRAME FOR MAINSTREAMING SOCIAL DEVELOPMENT CONCERNS PROGRAMME AREA

OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
4.1 An overall social development mainstreaming strategy developed	<ul style="list-style-type: none"> Strategy for harmonized and effective mainstreaming of social development concerns in place No. of sectors actively engaged in social development mainstreaming endeavours 	<ul style="list-style-type: none"> Strategy document SDS periodic reports Mainstreaming M&E reports Reports from other sectors 	<ul style="list-style-type: none"> Adequate and timely funds; Support from all stakeholders; Target sectors and local governments will respond positively and cooperate 	<ul style="list-style-type: none"> PS, MGLSD PSs, in line Ministries Key CSOs Other key sector institutions CAOs, CDOs and Sub county chiefs in all local Governments 	July 2004
Activities <ul style="list-style-type: none"> Identify key strategic actors/stakeholders in the SD sector, and carry out consultations to identify existing strategies in support of mainstreaming social development concerns. Organize and hold consultative meetings on the findings, and develop the overall social development mainstreaming strategy. Disseminate the Mainstreaming strategy document. Monitor & evaluate the effectiveness and impact of the strategy. 				Inputs Refer to detailed Cost Estimates in Annex 1D	Cost Estimates Refer to detailed Cost Estimates in Annex 1D
OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
4.2 Capacity of social development institutions, all other sectors, local governments, and communities for mainstreaming social development concerns, built and strengthened	<ul style="list-style-type: none"> No. and category of people trained No. of institutions targeted No. and type of vocational institutions curricula reviewed 	<ul style="list-style-type: none"> M&E reports; Sectoral, institutional and periodic reports 	<ul style="list-style-type: none"> Adequate and timely funds; Support from all stakeholders; Target sectors and local governments will respond positively and cooperate 	<ul style="list-style-type: none"> PS, MGLSD; PSs in line Ministries; Head, Planning, Monitoring and Coordination Secretariat; CAOs; Key Development Partners Officers in charge of SD institutions involved in mainstreaming SD concerns Officers in charge of vocational institutions 	July 2007
Activities <ul style="list-style-type: none"> Carry out capacity needs assessment for mainstreaming social development concerns in social development institutions, all other sectors, local governments, and communities. Design a capacity building plan (staffing, training, information and other capacity needs), including a strategy for management of the process. Implement the capacity building plan, and operationalize the management strategy. Implement the programme for enhancing the Gender mainstreaming capacity at the workplace. Monitor and evaluate the implementation of the capacity building plan, the management strategy, and the impact of capacity building. 				Inputs Refer to detailed Cost Estimates in Annex 1D	Cost Estimate Refer to detailed Cost Estimates in Annex 1D

OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
4.3 A Gender Management System established and operationalised	<ul style="list-style-type: none"> Existence of a Gender Equality Forum; Existence of inter-Ministerial steering committees; Sector Focal Point persons in place; No. of meetings held 	<ul style="list-style-type: none"> M&E reports 	<ul style="list-style-type: none"> Adequate and timely funds; Support from all stakeholders; Target sectors and local governments will respond positively and cooperate 	<ul style="list-style-type: none"> PS, MGLSD PSs in line Ministries Key CSOs Other Key sector institutions CAOs Commonwealth Secretariat Development Partners 	July 2008
Activities <ul style="list-style-type: none"> Support to coordination fora for GMS at national and district levels. Gender training for Focal persons and other stakeholders at national and Local Government level Documentation and publishing of gender disaggregated data / information Monitor and Evaluate implementation and effectiveness of GMS 				Inputs Refer to detailed Cost Estimates in Annex 1D	Cost Estimate Refer to detailed Cost Estimates in Annex 1D
OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
4.4 Policies, plans and laws reviewed for Social Development responsiveness	<ul style="list-style-type: none"> No. scope, coverage of policies, plans and laws reviewed No. of significant actions taken as a result of reviews of policies, plans and legislations No. of sector guidelines for mainstreaming SD concerns in place, disseminated and being used No. of Social Development responsive programmes and projects implemented at all levels No. of plans and programs complying with the rights based legislation. 	<ul style="list-style-type: none"> Policy documents Legal documents Process reports M&E reports Sectoral periodic reports 	<ul style="list-style-type: none"> Adequate and timely funds; Support from all stakeholders; Target institutions and sectors will respond positively and cooperate 	<ul style="list-style-type: none"> PS, MGLSD PSs in line Ministries Key Development Partners Key CSOs and other sector institutions CAOs 	July 2008
Activities <ul style="list-style-type: none"> Conduct policy reviews in 5 sectors. Review plans in all districts. Conduct equity budgeting analyses in key sectors and districts. Monitor & evaluate the effectiveness and impact of the policies and laws. 				Inputs Refer to detailed Cost Estimates in Annex 1D	Cost Estimate Refer to detailed Cost Estimates in Annex 1D

OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
4.5 Policies, plans and laws reviewed for Social Development responsiveness	<ul style="list-style-type: none"> No. scope, coverage of policies, plans and laws reviewed No. of significant actions taken as a result of reviews of policies, plans and legislations No. of sector guidelines for mainstreaming SD concerns in place, disseminated and being used No. of Social Development responsive programmes and projects implemented at all levels No. of plans and programs complying with the rights based legislation. 	<ul style="list-style-type: none"> Policy documents Legal documents Process reports M&E reports Sectoral periodic reports 	<ul style="list-style-type: none"> Adequate and timely funds; Support from all stakeholders; Target institutions and sectors will respond positively and cooperate 	<ul style="list-style-type: none"> PS, MGLSD PSs in line Ministries Key Development Partners Key CSOs and other sector institutions CAOs 	July 2008
Activities <ul style="list-style-type: none"> Conduct policy reviews in 5 sectors. Review plans in all districts. Monitor & evaluate the effectiveness and impact of the policies and laws. 				Inputs Refer to detailed Cost Estimates in Annex 1D	Cost Estimate Refer to detailed Cost Estimates in Annex 1D

E Administration and Institutional Development Programme Area

Rationale

4.32 The SDIP recognises that effective implementation of programmes will require significant improvements to current technical, operational and management capacity. Fragmentation of programmes and a weak planning and Management Information System are areas that need to be addressed for effective implementation of the SDIP. The success of the plan is therefore dependent on the functionality of the SDS institutions through co-ordination, systems development, retooling and training to respond to the need for improved and effective service delivery. An Equal Opportunities Commission is proposed to protect freedom from discrimination, and suggest redress for people who have suffered from discrimination and inequalities, complementing other Commissions that have already been established in the Social Protection-Social Development areas.

4.33 Recognizing the fragmentation and lack of coherence and guidelines in the existing structures and institutions for Social Development, the sector plan will develop and strengthen SD policies, laws, systems and co-ordination mechanisms. As a first step a restructuring exercise will be carried out for the Ministry itself and for the autonomous agencies and institutions that are related to it. It is hoped that this exercise will also reduce the costs of administering the social development sector, which at present are projected to absorb too large a proportion of available funding for the sector. A sector audit will also follow immediately to identify the key actors and determine the resources available for the sector.

4.34 An integrated co-ordination mechanism will be established to link actors and stakeholders for efficient delivery of services. Part of this mechanism will be a co-ordination and Monitoring unit to be set up within the Ministry of Gender Labour and Social Development. This will serve to minimise duplication of efforts, to ensure support being given is distributed to the most vulnerable groups, to enhance provision of services to identify gaps in addressing the concerns of vulnerable children. The informal social protection systems will be targeted to enhance their capacities to address issues of vulnerabilities that affect the poor and vulnerable.

4.35 The co-ordination mechanism put in place will be supported by a management information system, which will comprise of sub-systems from the centre, through the districts up to the community level. A database to provide data and information on the magnitude and nature of vulnerable groups for policy development and improved targeting of services will be established.

4.36 The Administration and Institutional Development Programme Area includes an item for construction of a building to house the offices of MGLSD. The main argument for a new office building for the MGLSD is that it would reduce the cash flow problems caused for the Ministry by the rent it has to pay on the current building. If concessional funds can be found from a development partner for the new building, the recurrent costs of maintenance expenditure, together with the costs of servicing the debt incurred for the capital cost, are expected to be less than is currently paid in rent.

Objective

4.37 The objectives of the institutional programme area include:

- Improved co-ordination and planning of social development programmes at the central level;
- Improved performance of institutions to co-ordinate and implement planned programmes at various levels for efficient and effective social development service delivery.

Outcomes

4.38 Outcomes of activities in the institutional programme area include:

- More efficient and cost-effective administration of the social development sector;
- Strengthened, focused, efficient and effective service delivery; and guidance for social development sector partners and stakeholders.
- Skilled personnel, and efficient systems / mechanisms supporting the development and implementation of policies, plans and programs at national and local government levels to contribute towards targeting the poor and vulnerable groups;
- Informed, relevant and timely information for decision making being used by decision makers to focus on Social development gaps and concerns;
- Increased co-ordination mechanism for actors in Social Protection;

Outputs

4.36 The outputs are: -

- An institutional framework for social protection developed, harmonized, strengthened and operational;
- Equal Opportunities Commission established and functional;
- A Social Development Sector Management Information System established;
- Institutional mechanisms for planning, co-ordination, networking, promotion & awareness raising and M&E of the Social Development Sector (SDS) for its effective and harmonious functioning, developed and operational;
- Adequate resources (physical, financial, human, logistical & technological) in place and effectively and efficiently utilized in SDS institutions at national and local government levels.

Targets

4.37 The targets include:

- A mapped / restructured Ministry and Government SDS institutions;
- A co-ordinated and functional MIS in place at the national and 30% covered at Local Government and Community Levels for the SDS
- A functional LMIS in place providing Labour related information to stakeholders by 2005
- 64% personnel at the centre and officers at the districts to receive training in short term tailor made/specialized courses.
- 75 officers from both centre and districts attending external courses.
- A coherent national social protection strategy developed and agreed by key actors by the end of 2004.
- Carry sector audit to review resources available for the sector.
- One Overall Co-ordination Mechanism for all Actors established at all levels.

Implementation Strategy

4.38 At the national level, MGLSD will take lead through the current technical departments to develop the appropriate SDS policies and enactment of SDS related laws; build the capacities of the local government human resource working for the sector and provide technical backstopping; and develop guidelines for implementation and disseminate these to the lower levels. In addition, a Social Protection Strategy will be developed specifying public and private sector interventions to address vulnerability issues in the context of the PEAP.

4.39 The SDIP Secretariat will take lead in developing and implementing the MIS as well as the necessary institutional mechanisms for planning, M&E and coordination within the SDS. The Labour Directorate will be responsible for operationalising the LMIS, in collaboration with other actors.

4.40 At district and lower levels, translation of policies, guidelines and standards into actions will be the responsibility of the CAO, assisted by the District Community service management department and the relevant CSOs.

LOGFRAME FOR ADMINISTRATION AND INSTITUTIONAL DEVELOPMENT PROGRAMME AREA

OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
5.1 An institutional framework for social protection developed, harmonized, strengthened and operational	<ul style="list-style-type: none"> • Policies, standards and guidelines on Social Protection in place and disseminated • No. of actors respecting and following the institutional framework 	<ul style="list-style-type: none"> • Policy documents, standards and guidelines • M&E reports 	<ul style="list-style-type: none"> • Other actors/stakeholders will cooperate, play their role and be supportive; • Adequate and timely resources will be available 	<ul style="list-style-type: none"> • PS, MGLSD • PS, MFPED • Officers in charge of Social Development institutions • Development Partners 	July 2008
Activities <ul style="list-style-type: none"> • Develop, review, strengthen, and pursue enactment or amendment of laws governing the rights and concerns of target groups. • Disseminate and implement policies and laws. • Develop, strengthen and operationalize a coordination, harmonization and regulatory mechanism for all actors involved in social protection activities and functions (including guidelines, regulations, standards and procedures). • Develop and operationalize a mechanism & strategy (including a formal forum) for effective collaboration, networking and partnership building among institutions and other actors involved in social protection activities and functions. • Monitor & evaluate the effectiveness and impact of the entire institutional framework. 				Inputs Refer to detailed Cost Estimates in Annex 1E	Cost Estimate Refer to detailed Cost Estimates in Annex 1E
OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
5.2 Equal Opportunities Commission established and functional	<ul style="list-style-type: none"> • Existence of a functional Equal Opportunities Commission 	<ul style="list-style-type: none"> • Establishment document • Commissions periodic reports • M&E reports 	<ul style="list-style-type: none"> • The Constitutional Review process upholds the 1995 constitutional provision • Political will and support will be sustained; • Political stability and security will prevail; • Adequate funds will be made available in time; • Other stakeholders including Development partners will be supportive. 	<ul style="list-style-type: none"> • PS, MGLSD • Key Development Partners • Officer in charge of the EOC 	July 2008
Activities <ul style="list-style-type: none"> • Conduct consultative meetings for key stakeholders, draft the Equal Opportunities Bill (E.O.B.), and pursue its enactment. • Design and plan the Equal Opportunities Commission (E.O.C.), and pursue its approval. • Mobilize and properly manage resources for establishment and management of the commission. • Establish, launch and operationalize the commission (office space, management structure & system, staffing, equipment & other technological needs, logistics, MIS, coordination mechanism, & other operational requirements), including a mechanism & strategy for sustaining the commission. • Monitor and evaluate the performance of commission. 				INPUTS Refer to detailed Cost Estimates in Annex 1E	Cost Estimate Refer to detailed Cost Estimates in Annex 1E

OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
5.3 A Social Development Sector Management Information System established	<ul style="list-style-type: none"> Number of Properly compiled research No. of research projects on socio-cultural aspects of HIV/AIDS successfully conducted Existence of readily accessible database 	<ul style="list-style-type: none"> Research reports; Research process reports Record of funding disbursed and used for research M&E reports SDS periodic reports 	<ul style="list-style-type: none"> Political stability and security will prevail; Adequate and timely funds; Support from all stakeholders; Target institutions and sectors will respond positively and cooperate 	<ul style="list-style-type: none"> PS, MGLSD PSs in other line Ministries CAOs Key CSOs Key Development Partners 	July 2008
Activities <ul style="list-style-type: none"> Develop an MIS for SDS Carry out research on thematic aspects of Social Development. Operationalise and maintain MIS. Retrieval, packaging and dissemination of information on Social Development. Carry out Monitoring & Evaluation, and impact assessment.. 				Inputs Refer to detailed Cost Estimates in Annex 1E	Cost Estimate Refer to detailed Cost Estimates in Annex 1E
OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
5.4 Institutional mechanisms for planning, co-ordination, networking, promotion & awareness raising and M&E of the Social Development Sector (SDS) for its effective and harmonious functioning, developed and operational	<ul style="list-style-type: none"> Existence of a functional Public Relations Unit Existence of a functional coordinated Social Development MIS structure and mechanism Existence of LMIS serving the needs of Labour Markets Existence of a functional SDS Planning, Monitoring and Coordination Secretariat 	<ul style="list-style-type: none"> Establishment documents M&E reports 	<ul style="list-style-type: none"> Political will and support will be supported; Political stability and security will prevail; Adequate and timely funds will be made available 	PS, MGLSD <ul style="list-style-type: none"> Key CSOs Officers in charge of SDS institutions CAOs 	July 2008
Activities <ul style="list-style-type: none"> Conduct a Sector Audit Develop and operationalise a well resourced and efficient SDS Planning, Monitoring, Public Relations and Coordination Secretariat. Develop and operationalise a coordinated SDS Management Information System (including an overall M&E system) for all program areas. Develop and operationalize formal fora for networking SDS actors. Organize and hold networking meetings and workshops for SDS actors. Develop and operationalize a sectoral coordination and regulation mechanism (including guidelines, regulations, standards and procedures) for all interventions and other activities of SDS actors. Publicize and market the SDIP widely, and develop and operationalize an institutional mechanism for dissemination and awareness raising of sectoral laws, policies, and other Social Development issues and concerns. 				Inputs Refer to detailed Cost Estimates in Annex 1E	Cost Estimate Refer to detailed Cost Estimates in Annex 1E

OUTPUT	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS	ACTORS RESPONSIBLE	TARGET DATE
5.5 Adequate resources (physical, financial, human, logistical & technological) in place and effectively and efficiently utilized in SDS institutions at national and local government levels	<ul style="list-style-type: none"> • No of rehabilitated and newly constructed physical facilities; • No of functional staff in place • no of staff adequately equipped and skilled to work effectively; • Amount of financial resources allocated and utilized by SDS institutions • Competently and computerised financial management systems in place in SDS institutions • No of SDS programmes being implemented • No and type of equipment and related facilities procured • Effective Operation & Maintenance systems in place in SDS institutions 	<ul style="list-style-type: none"> • SDS institutional human resource records • Local Government records • M&E reports • National budget document • The SDS computerised financial management system • SDS institutional inventories • MGLSD Budget Policy Statements 	<ul style="list-style-type: none"> • Conducive political climate will prevail • Other stakeholders including Development partners will be supportive. 	<ul style="list-style-type: none"> • PS, MGLSD • PS, MFPED • Key Development Partners • Key CSOs • CAOs • Officers in charge of SDS institutions 	July 2008
Activities <ul style="list-style-type: none"> • Provide to, and facilitate acquisition of adequate physical resources by, SDS institutions (including rehabilitation of existing physical facilities, and construction of new ones). • Train facilitate and equip the staff of SDS institutions. • Provide to and facilitate acquisition of necessary financial resources by SDS institutions. • Establish and provide a Computerized Financial Management system in all SDS institutions. • Provide to and facilitate acquisition of technological resources (including equipment & related facilities), by SDS institutions. • Provide to and facilitate acquisition of resources (including vehicles & accessories), by SDS institutions. • Provide to and facilitate acquisition, operationalization of effective Operation & Maintenance (O&M) systems by, SDS institutions. • Carry out Monitoring & Evaluation, and impact assessment. 				Inputs Refer to detailed Cost Estimates in Annex 1E	Cost Estimate Refer to detailed Cost Estimates in Annex 1E

5.0 COSTING AND FINANCING

5.1 Preliminary costing indicates that increased resources will be needed to implement the SDIP. A total of US\$ 282 billion is required over the five years, with a financing gap of about US\$122.7 billion. The increased funds needed will be sought from i) MFPED including PAF, ii) development partners, iii) local revenues of Local Governments, iv) NGOs and CSOs. The prioritization of SD programmes contained in the plan will help to attract more funds from both GoU and development partners. The increase is in line with the recommendations made in the MFPED Budget Framework Paper for the Medium Term 2002/03 to 2004/05, which recognized:

- That there is a need to strengthen social development sector institutions by providing adequate funding, particularly at District and lower Local Government levels, for the country to record meaningful and sustainable benefits from efforts to eradicate mass poverty.
- That it is self-defeating for government to provide salaries without operational resources, particularly at District and Sub-County Local Governments; and
- That MGLSD needed to expedite completion of the sector plan to enable Government to mobilize resources for implementation.

The SDIP costing and financing strategy points towards achieving the necessary increases.

5.2 In order to keep costs of the SDIP at a reasonable level, with a financing gap not larger than what might be obtained from possible sources of funds, the SDIP had to make difficult choices among important programmes, focusing resources on those which both seemed highest priority and able to make good use of the funds; other important programmes regrettably could not be selected for financing. The SDIP concentrates resources on three priority areas:

- Providing strong support to a very few important, ongoing social development activities which have a successful record, such as the community workers and community mobilization, the literacy and skills programme, and Programmes for enhancing adolescent reproductive life;
- Providing minimum necessary funds to certain essential sector activities, each of which is relatively inexpensive (for example, labour inspection, the MGLSD's mainstreaming activities, the work with children who are in conflict with the law, culture); and
- Providing funds (according to allocation criteria that still need to be decided) to civil society organizations, NGOs and local authorities that can show they have good programmes to address the needs of different disadvantaged parts of the population. Target groups include, PWDs, orphans, ethnic minorities, women in difficult circumstances, children in conflict areas, internally displaced people, the elderly, or unemployed youth.

5.3 A few other, additional programmes are listed as second priorities, to receive funds should resources permit (including a greater expansion than planned of some first priority programmes). Some desirable programmes have had to be frozen, since the SDIP could not allocate them sufficient funds to operate at a large enough coverage to be worthwhile.

Costing methodology

5.4 In producing the preliminary cost estimates for the SDIP, unit costs and quantities applied in the projections were drawn from existing Cost Estimates for plans and programmes under the MGLSD, as well as the experience of different autonomous programmes, and some adjustments made. Experience from programmes was also the basis for estimating the numbers of members of vulnerable groups to be targeted in the next five years, and the unit cost of service delivery.

5.5 Under the Programme Area on Community Mobilization and Empowerment, the costs of the National Adult Literacy Sector Investment Plan were used as a basis, although the NALSIP targets were reduced. Costs and targets of the operations of the CDWs and Community Mobilization were derived from the work to revitalize the community development function in Local Governments. The SDIP costs were based on an assumption of eight social and community development officers at the District level and a minimum of one CDW at each sub county. However, if resources allow, two CDWs will be recruited at the sub-county level. The incremental cost of additional CDWs is indicated in the "Possible Others". The underlying principle is that all Districts and sub counties will be reached with community mobilization services.

5.6 For the Programme Area on Institutional Development, the cost of establishing new units was based on experience of existing institutions, while market prices were used to estimate costs for equipment. A review of existing equipment and vehicles to determine depreciation and replacements was done. The operational costs for the Equal Opportunities Commission were assumed to be at the same level with other existing Commissions, while operational costs of the SDIP Coordination Secretariat were at the same level as the estimated non-wage recurrent budget for the Planning Division under the MGLSD, and reflected in the M & E costs for the plan. Estimates for infrastructure development (especially for the Ministry building and the National Library) and rehabilitation were based on the costs of similar structures recently developed. The actual costs will be determined after preparation of detailed Architectural designs and the bills of Quantities.

5.7 MGLSD wage figures were based on the MTEF projections. Costings were made for non-wage recurrent expenditure of MGLSD to take care of administrative overheads and activities, which are not captured under the Programme Areas, including among others the costs of operations of autonomous sector agencies.

5.8 With regards to the Programme Area on Mainstreaming Social Development Concerns, costing was based on MGLSD's mainstreaming experiences in other sectors and at various levels. Cost estimates were developed for operationalising the GMS and integrating Social Development concerns in five key sectors and 24 Local Governments.

Costings

5.9 The overall estimated cost of implementing the SDIP over the five years is US\$ 282 billion. Available estimated resources based on MTEF projections, PAF contributions from other sectors (estimated at 3% of PAF funding to the sectors) for community mobilisation and projected development partner contributions are US\$ 159.3 billion. This leaves a funding gap of US\$ 122.7 billion, 43.5% of the total projected cost. Table 5.1 shows estimates of costs and projected available financing. Table 5.2 shows estimates of committed development partner funds for the SDIP. Both tables exclude a range of spending and financing (including development partner contributions) for social development and social protection activities that fall outside the scope of this SDIP.

**Table 5.1: Estimated SDIP Budget Projections for 2003/04 to 2007/08
('000 Uganda Shillings)**

SIDP SUMMARY COSTING		COSTS					Total	%	US \$'000
		Ush '000							
Programmes / Outputs	Yr1	Yr2	Yr 3	Yr 4	Yr 5			1.85	
1 Mainstreaming Social Development Concerns									
(i) Mainstreaming strategy	144,000	-	-	-	-	144,000	0.05%	78	
(ii) Co-ordination system established	122,500	112,000	112,000	112,000	112,000	570,500	0.20%	308	
(iii) Capacity building for mainstreaming	349,500	372,800	228,800	66,000	66,000	1,083,100	0.38%	585	
(iv) Review of policies and law	76,500	236,500	236,500	162,500	162,500	874,500	0.31%	473	
(vi) Advocacy of SD issues	360,000	360,000	360,000	360,000	360,000	1,800,000	0.64%	973	
Sub-total	1,052,500	1,081,300	937,300	700,500	700,500	4,472,100	1.59%	2,417	
2 Community Mobilization & Empowerment									
(i) Support to CDWs	4,392,000	5,087,000	6,443,000	6,684,000	1,971,854	24,577,854	8.72%	13,285	
(ii) Nsamizi Training Institute	-	504,000	801,000	1,071,000	-	2,376,000	0.84%	1,284	
(iii) Wage recurrent (District Hqtrs)	2,472,000	2,544,000	2,616,000	2,688,000	2,688,000	13,008,000	4.61%	7,031	
(iv) Non-wage recurrent (District Hqtrs)	1,442,000	1,484,000	1,526,000	1,568,000	1,568,000	7,588,000	2.69%	4,102	
(v) Capacity and awareness building	652,200	592,000	742,000	932,000	1,152,000	4,070,200	1.44%	2,200	
(vi) Functional Adult literacy programme	7,800,982	7,624,232	8,329,232	7,439,232	6,759,232	37,952,910	13.46%	20,515	
(vii) Adolescent Reproductive Health Programme	2,241,000	2,970,000	3,645,000	4,275,000	5,040,000	18,171,000	6.44%	9,822	
(viii) Support to Culture programmes	518,200	479,800	587,400	624,660	638,646	2,848,706	1.01%	1,540	
(x) Construction of National Library	800,000	370,000	1,170,000	1,070,000	1,070,000	4,480,000	1.59%	2,422	
(xi) Refurbishment of other libraries	80,000	80,000	80,000	100,000	100,000	440,000	0.16%	238	
(xii) Library services	545,600	500,000	500,000	500,000	500,000	2,545,600	0.90%	1,376	
Sub-total	20,943,982	22,235,032	26,439,632	26,951,892	21,487,732	118,058,270	41.87%	63,815	

3	Promotion of Employment and Productivity								
(i)	Community-based labour intensive techniques	114,200	218,200	342,500	504,450	716,300	1,895,650	0.67%	1,025
(ii)	Labour Inspection	514,000	653,000	723,000	632,000	722,000	3,244,000	1.15%	1,754
(iii)	Training in Industrial Relations	62,500	125,000	187,500	187,500	187,500	750,000	0.27%	405
(iv)	Labour-related information activities	389,000	419,000	439,000	459,000	489,000	2,195,000	0.78%	1,186
(v)	Productivity Centres	315,000	560,000	230,000	300,000	410,000	1,815,000	0.64%	981
(vi)	Industrial court	717,800	717,800	717,800	717,800	717,800	3,589,000	1.27%	1,940
	Sub-total	2,112,500	2,693,000	2,639,800	2,800,750	3,242,600	13,488,650	4.78%	7,291
4	Support to People In Difficult Circumstances								
(i)	Programme for Orphans and Youth	2,100,000	2,512,000	3,246,000	3,246,000	3,246,000	14,350,000	5.09%	7,757
(ii)	Street Children	420,000	560,000	840,000	1,120,000	1,260,000	4,200,000	1.49%	2,270
(iii)	Elimination of child labour	1,459,565	1,100,990	1,053,740	1,037,990	1,037,990	5,690,275	2.02%	3,076
(iv)	Children in armed conflict	2,520,000	2,430,000	2,340,000	2,250,000	2,160,000	11,700,000	4.15%	6,324
(v)	Children in Conflict with Law	523,000	863,000	863,000	763,000	763,000	3,775,000	1.34%	2,041
(vi)	Skills Development for Youth	500,000	800,000	1,000,000	1,000,000	1,000,000	4,300,000	1.52%	2,324
(vii)	Women in difficult circumstances	1,000,000	1,500,000	2,000,000	2,000,000	2,000,000	8,500,000	3.01%	4,595
(viii)	People with Disabilities	743,000	1,043,000	943,000	1,243,000	1,143,000	5,115,000	1.81%	2,765
(ix)	Ethnic Minorities	100,000	300,000	400,000	500,000	600,000	1,900,000	0.67%	1,027
(x)	Programme for Elderly	-	500,000	700,000	1,000,000	1,000,000	3,200,000	1.13%	1,730
(xi)	People affected by HIV/AIDS	500,000	650,000	790,000	890,000	1,000,000	3,830,000	1.36%	2,070
(xii)	Internally Displaced People	600,000	500,000	400,000	300,000	200,000	2,000,000	0.71%	1,081
	Sub-total	10,465,565	12,758,990	14,575,740	15,349,990	15,409,990	68,560,275	24.31%	37,060
5	Administration and Institutional Development								
(i)	MGLSD restructuring	90,000	-	-	-	-	90,000	0.03%	49
(ii)	Staff training	299,000	360,000	520,000	615,000	635,000	2,429,000	0.86%	1,313
(iii)	Vehicles and equipment	1,415,000	1,970,000	2,030,000	2,143,500	500,000	8,058,500	2.86%	4,356
(iv)	Construction of buildings	-	0	0	2,000,000	5,000,000	7,000,000	2.48%	3,784
(v)	Information systems	527,000	537,800	368,800	368,800	318,800	2,121,200	0.75%	1,147

(vi)	Institutional framework for social security and equity promotion	1,778,400	1,500,000	1,600,000	1,650,000	1,700,000	8,228,400	2.92%	4,448	
(vii)	Wage & non-wage recurrent (central)	6,813,000	7,365,300	7,972,830	8,641,113	9,376,224	40,168,467	14.25%	21,713	
(viii)	Monitoring and evaluation	1,300,000	2,000,000	2,000,000	2,000,000	2,000,000	9,300,000	3.30%	5,027	
	Sub-total	12,222,400	13,733,100	14,491,630	17,418,413	19,530,024	77,395,567	27.45%	41,835	
	Total budget	46,796,947	52,501,422	59,084,102	63,221,545	60,370,846	281,974,862	100.00%	152,419	
	Funding sources									
(i)	MGLSD (incl. grants to districts)	15,200,000	18,110,000	19,080,000	20,988,000	23,086,800	96,464,800			- MTEF Yr1-3, 10% increase assumed Yr4-5.
(ii)	Donor funding (preliminary est. Yr 1)	7,236,693	6,395,666	3,779,643	766,200	223,200	18,401,402			- MTEF estimate
(iii)	PMA support to CDWs	1,174,000	1,291,400	1,420,540	1,562,594	1,718,853	7,167,387			- incl. wages and contribution to logistics
(iv)	Local govt (uncondit. grant & own revenue)	2,468,728	2,715,601	2,987,161	3,285,877	3,614,465	15,071,831			- est. based on current spending
(v)	Other Sectors contribution to community Programmes									
	<i>3% of PAF (water, health, education, Agric, roads) to districts</i>	3,542,400	3,843,000	4,343,700	4,909,636	5,549,306	22,188,042			
	TOTAL FUNDING	29,621,821	32,355,667	31,611,044	31,512,307	34,192,624	159,293,463			
	Financing gap	17,175,126	20,145,755	27,473,058	31,709,238	26,178,222	122,681,400	43.51%		

5.10 The biggest expenditure areas in the SDIP are:

- Community Mobilisation and Empowerment, US\$ 118 billion, 41.9% of total cost. The largest sub-programmes are support to CDWs and community capacity-building, which together contribute 10.1%, and literacy programmes 13.5%, the Programme for Adolescent Reproductive Health 6.4%. These are the highest priorities of the SDIP.
- Programmes for People in Difficult Circumstances, US\$ 69 billion, 24.3% of total cost. Of this amount, roughly a quarter (US\$ 18 billion or 6.4% of the grand total) is for grants to NGOs, CSOs or LAs to support programmes addressing the needs of specific groups of PIDCs. The UNICEF-supported programme for Children in Armed Conflict accounts for US\$ 12 billion, 4.2% of total. A major amount, US\$ 14 billion or 5.1%, goes to the Programme for Orphans and Youth;
- Institutional Development, US\$ 77 billion, 27.5% of total cost. Of this amount, the first phase of construction of a new MGLSD office building, represents US\$ 7 billion or 2.5%. The cost for the second phase (US\$ 5 billion) falls outside the SDIP period and is excluded. Wage and non-wage recurrent operating SD costs, for ministry departments and semi-autonomous institutions affiliated to the ministry, represent US\$ 42.5 billion⁷, 15.2% of the total.

⁷Includes US\$ 2.5 billion for Public Libraries Board reflected under Community Mobilisation and Empowerment

Table 5. 2: Estimated Donor Resources for the SDS ('000 Ug. Shs.)
(Based on existing Donor funding to MGLSD programmes)

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
UNICEF Children in Armed Conflict	3,000,000	3,000,000	1,500,000	-	-	7,500,000
UNFPA PEARL	674,748	504,103	288,860	-	-	1,467,711
EU PEARL	367,145	214,363	213,583	-	-	795,091
US/ILO Child Labour	987,900	400,000	400,000	-	-	1,787,900
ILO Gender at Work Place	92,500	162,800	162,800	-	-	418,100
UNDP CCF	268,200	268,200	268,200	-	-	804,600
NAD CBR	543,000	543,000	543,000	543,000	-	2,172,000
GTZ PCY	900,000	900,000	-	-	-	1,800,000
WORLD BANK HIV/AIDS	223,200	223,200	223,200	223,200	223,200	1,116,000
UNCDF GMS	180,000	180,000	180,000	-	-	540,000
Total	7,236,693	6,395,666	3,779,643	766,200	223,200	18,401,402

Source: MGLSD, programme documents

The Sector recognises that through the implementation of the World Bank supported Northern Uganda Social Action Fund, the office of the Prime Minister will reach 30% of the population in Northern Uganda. The Community Development Workers in the 18 Districts will participate in the implementation of the two components; Community Development Initiatives -US\$97.2 million and Vulnerable groups support Project US\$22.3 million

Financing the SDIP

5.11 The sources of financing the SDIP include, among others, the Central Government, Local Governments and Development Partners. Overall financing of SD activities by Government at center and local level has been inadequate. Increased investment by all parties will be necessary to achieve the sector objectives.

5.12 The preferred mode for development partners to support the SDIP is through basket funding: either as a contribution to the national budget or specifically for the SD sector, through a sector-wide approach.

5.13 With decentralization, funds are transferred from the centre to local governments either as conditional, unconditional or equalisation grants. As the local revenue and planning capacity increase, it will be imperative for local governments to commit substantial resources (both local and unconditional) to social development activities. In the mean time, conditional grants to Local Governments to support and promote social development programmes will be an important part of SDIP funding.

6. MANAGEMENT AND INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTATION OF THE SDIP

Partnerships and collaboration

6.1 There is a multiplicity of players in the SDS. These include Government ministries, CSOs, Local Governments, Private Sector and Autonomous Agencies. Over the plan period the Government intends to increase the involvement of these institutions in the planning, implementation and monitoring and evaluation of SD initiatives.

6.2 Successful implementation of the SDIP requires strengthening the existing partnerships and improved collaboration among all the stakeholders. Social development concerns are cross cutting and to achieve the plan outcomes will necessitate a concerted effort to influence other sectors. Thus not only will the SDIP be implemented through a sector-wide approach but through a multi-sectoral approach. The following ministries have been identified as key partners for the Social Development sector:

- Ministry of Education and Sports (for the Education sector)
- Ministry of Health (for Health sector)
- Ministry of Water, Lands and Natural Resources (for Water sector)
- Ministry of Agriculture, Animal Industry and Fisheries (for Agriculture sector)
- Ministry of Works, Housing and Communication (for Roads sector)
- Ministry of Public Service
- Ministry of Finance, Planning and Economic Development
- Ministry of Local Government

6.3 These ministries will play an important role in the implementation of the plan and the Ministry of Gender, Labour and Social Development will build and strengthen partnerships with these institutions to mainstream social development concerns into their operations. The recently formed Task force on Social Protection with membership from MGLSD, MFPED, DFID, The Office of the Prime Minister, and the World Bank will also be retained and strengthened with more members to oversee and co-ordinate the implementation of the initiatives under the social protection strategy.

6.4 The SDIP Task Force was established to oversee the formulation of the plan. This structure will be retained and revitalised for its implementation. The membership includes other sector ministries such as MFPED, MOLG, MOES and development partners as well as CSOs. The SDS Working Group has also been another forum for networking and collaborating with other ministries, Autonomous Agencies, development partners and CSOs. Presently, this group is active only during the preparation of the BFP. In an effort to strengthen the partnerships and co-ordination within the sector the Task Force will be integrated with the Sector-Working Group to build a strong and more permanent SDIP Working Group. The role of the sector-working group will be expanded from only being active during the budget process to include participation in supervising routine planning, monitoring and evaluation of the sector initiatives.

6.5 The MGLSD will lead in strengthening SDS inputs to key working groups such as the poverty eradication working group and the poverty monitoring working group. The implementation of the plan will further seek to build on the existing initiatives to concretise the partnerships essential for successful co-ordination and collaboration.

These efforts will necessitate a balance between pushing for collaboration and adjusting to effectively take on all the demands and opportunities from other stakeholders and sectors. Linkages with key institutions and programmes like UBOS and UPPAP will be strengthened to ensure adequate generation of information on SD concerns for policy development.

6.6 The following institutions are autonomous and will play a key role in the implementation of the plan:

- The National Social Security Fund
- The National Youth Council
- The National Council for Children
- The National Women Council
- The Public Libraries Board
- National Cultural Centre
- Nommo Gallery
- Industrial Court
- Nsamizi Institute of Social Development is a candidate to become an Executive Agency.

6.7 It is expected that when the new status is attained the institute will contribute to the implementation of the plan. Reforms in the other Agencies will be initiated to increase efficiency (NSSF is a key candidate for reform). The other institutions will be supported to build capacity to mobilise additional resources for their operations and reduce over dependence on government funding.

Centre and District Arrangements

6.8 The implementation of the SDIP will be in line with the requirements of the constitution and the Local Government Act. Accordingly the MGLSD will be responsible for policy, setting standards and guidelines, supervision and monitoring and, technical support and resource mobilisation. The Local Governments will be responsible for service delivery and for establishing local priorities.

6.9 The SDIP is in itself a step in guiding the local governments on planning for Social Development concerns. The centre will provide more guidelines on the implementation of the SDIP to enable the local Authorities integrate it into their local workplans and will supervise and monitor the delivery of services using the SDS structures. To strengthen the SDS departments at the local government level, capacity of the staff will be built. In addition the already on going exercise of recruiting and upgrading the CDWs will be continued. Other actors will include CSOs and other SDS institutions at the local levels such as the NYC, NCC and the NWC.

Changes to the Current Institutional Arrangement

6.10 As indicated by the situation analysis of the SDS the MGLSD structure is not optimal for achieving the sector outcomes as specified in the plan. The Ministry has initiated a programme to map and facilitate its restructuring so as enable it meet new challenges for improved performance. GTZ has agreed to fund the programme by providing technical assistance. Confirmation of support for the programme is awaited from the Ministry of Public Service before it is implemented. It is anticipated that through this programme major changes will be effected to the current structure and staff will be redeployed to departments where they are most suited to serve. This will also be accompanied by capacity building and training of staff to acquire new and relevant skills for the changed methods of work.

7. MONITORING, REVIEW AND EVALUATION OF THE SDIP

Indicators

7.1 The output indicators have been identified and are found in the log frames. Under the Institutional development initiatives, a Management Information System for the SDS will be set up. It is planned to establish a Monitoring and Evaluation system in the first year of implementing the plan. A major requirement for this is to review and refine the identified indicators. The system will also necessitate the establishment of linkages with the Community Based Management Information Systems

7.2 The following overall sector indicators will be used to monitor the achievement of the Social Development goals and purpose of the plan:

- Percentage of population living under difficult circumstances by socio-economic group;
- Level of response and participation by communities in development activities;
- Level of awareness on development issues and rights especially among the poor and vulnerable;
- Level of Social Development responsiveness in national and local government programmes;
- Level of equality in access to and control over resources;
- Level of employment for the poor and vulnerable;
- Percentage of prioritised vulnerable groups covered or reached by social protection initiatives..

Monitoring at District and Local levels

7.3 Monitoring the SDS activities at District and local level will be a shared responsibility between all stakeholders. The participatory approach will be promoted in line with the sector objectives of empowering communities for effective participation.

7.4 Local level actors including the CSOs and community leaders as well as the community will be facilitated to identify indicators and participate in monitoring their initiatives through regular meetings and supervision visits. Such information will form part of the community-based management information system to be promoted by the SDIP. The community progress reports will form part of what the CDWs at sub county level report to District level officers on a monthly basis. In turn the District Officers (CBSO) will utilize the CDWs report and his /her own report to produce the quarterly progress reports which will be forwarded to the SDIP Secretariat.

Mechanisms

7.5 The major monitoring tools proposed are the quarterly progress reports to be compiled by the Secretariat and presented to the SDS working group. Half yearly review meetings will be held and the participants will be drawn from key sector institutions, Development Partners, Collaborating Partner Ministries, CSOs, and District and Local Government representatives.

7.6 For the purpose of facilitating the half yearly reviews and more especially the end of year reviews, special studies on topical issues will be commissioned and the CSOs will be encouraged to participate in such studies whose reports will be discussed in the review meetings.

7.7 The SDIP will also make use of other government reporting processes such as the household budget survey, the poverty status reports produced by the poverty monitoring and analysis unit and UPPAP reports for supplementary information on key indicators for the Social Development Sector. The Plan will have two major evaluations – The Medium Term Evaluation, which will be half way through the plan period and the End Term Evaluation which will be at the end of the plan period. The evaluation will measure the achievement of the plan, its purpose and objective; and establish to what extent the planned outcomes have been realised.