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by

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ANNUAL REPORT ON THE STATE OF EQUAL OPPORTUNITIES IN UGANDA 2015/16

*Theme: “Mainstreaming Equal Opportunities to Enhance Sustainable Inclusive
Growth and Development”*

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ABOUT THE EQUAL OPPORTUNITIES COMMISSION

Vision

A just and fair society wherein all persons have equal opportunity to participate and benefit in all spheres of political, economic, social and cultural life.

Mission

To give effect to the state's mandate to eliminate discrimination and marginalisation against any individual or groups of persons through taking affirmative action to redress imbalances and promote equal opportunities for all in all spheres of life.

Mandate of the Commission

The Equal Opportunities Commission (EOC) is a constitutional body established by the Equal Opportunities Commission Act, No. 2 of 2007 (EOC Act) "to give effect to the State's constitutional mandate to eliminate discrimination and inequalities against any individual or group of persons on the ground of sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability, and take affirmative action in favour of groups marginalised on the basis of gender, age, disability or any other reason created by history, tradition or custom for the purpose of redressing imbalances which exist against them; and to provide for other related matters".

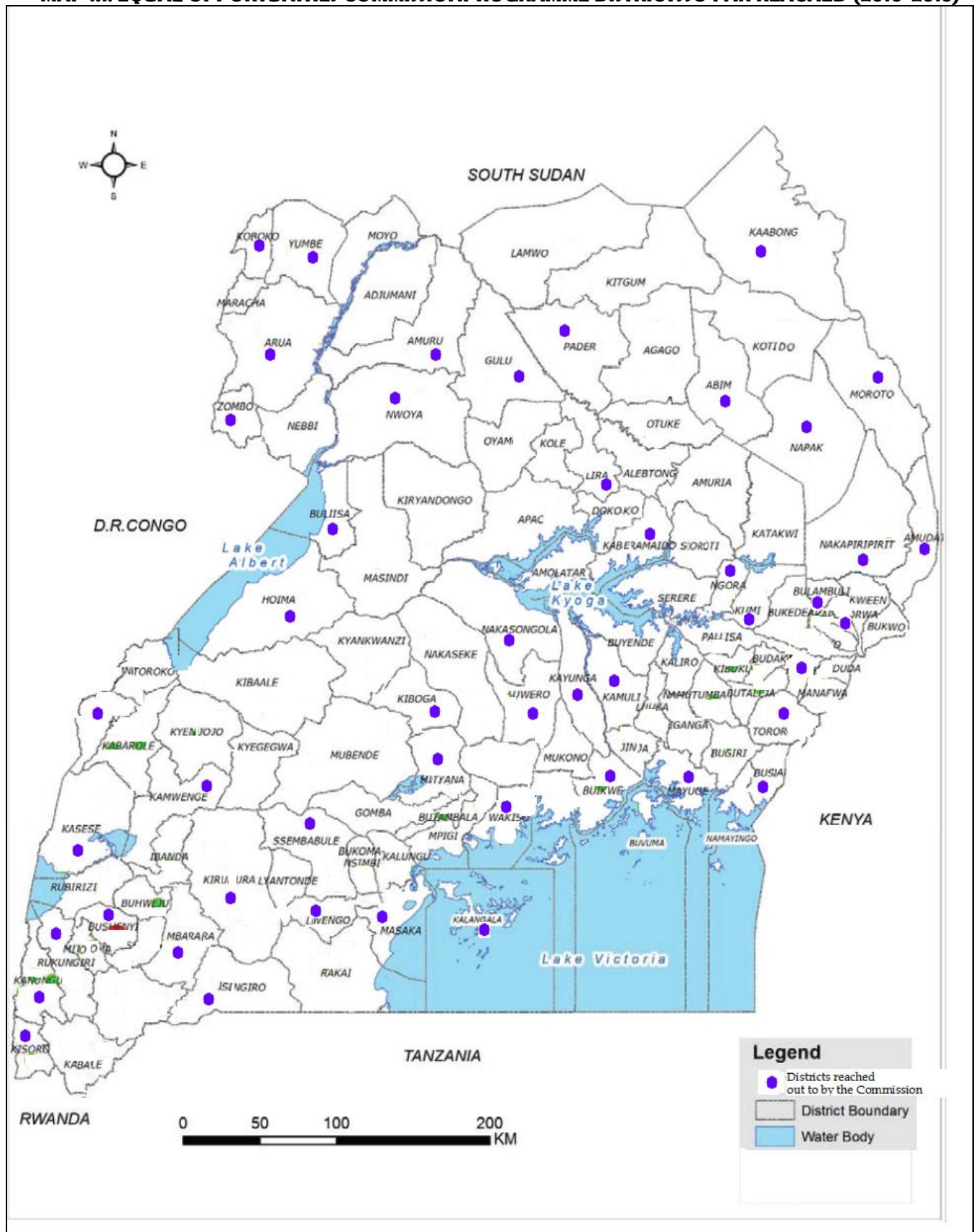
Functions of the Equal Opportunities Commission

The functions of the Commission are spelt out under section 14 of the EOC Act, 2007. In brief these are: to monitor, evaluate and ensure that policies, laws, plans, programmes, activities, practices, traditions, cultures, usage and customs of organs of state at all levels, statutory bodies and agencies, public bodies and authorities, private businesses and enterprises, non-governmental organisations, and social and cultural communities, are compliant with equal opportunities for all and affirmative action taken in favour of groups marginalised on the basis of sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability or any other reason created by history, tradition or custom.

Powers of the Commission

Under section 15 of the EOC Act, 2007 the Commission has powers to issue summonses or other orders requiring the attendance of any person before the Commission and the production of any document or record relevant to the investigations by the Commission, to question any person in respect of any subject matter under investigation before the Commission, and to commit persons to prison for contempt of its orders. The Commission does not investigate any matter which is pending before a court or judicial tribunal or a matter involving relations or dealings between the government of Uganda and a government of a foreign state/ International organisations or a matter relating to the exercise of the prerogative of mercy.

MAP 1.1: EQUAL OPPORTUNITIES COMMISSION PROGRAMME DISTRICTS SO FAR REACHED (2010-2016)



In any correspondence on this subject please quote No. ADM 210

27th July, 2016

The Rt. Hon. Speaker of Parliament,
The Parliament of the Republic of Uganda,
P.O. Box 7178,
Kampala, Uganda.

EQUAL OPPORTUNITIES COMMISSION ANNUAL REPORT TO PARLIAMENT ON THE STATE OF EQUAL OPPORTUNITIES IN UGANDA FOR THE FY 2015/2016

In accordance with section 24 (2) and (3) of the Equal Opportunities Commission Act, 2007, the Commission has the pleasure to present to the Parliament of the Republic of Uganda its 3rd Annual Report on the State of Equal Opportunities in Uganda for the FY 2015/2016. The theme for this year's Report is "Mainstreaming equal opportunities to enhance sustainable inclusive growth and development".

Part I of the Report highlights the performance of the Commission for the Financial Year 2015/2016 while Part II (Chapters Three to Eight) presents the Status of Equal Opportunities in Uganda focusing on the status of equal opportunities in: Planning and Budgeting, Education, Agriculture, Employment, Governance, as well as the Status of Uganda's Compliance with International and Regional Instruments Relating to Equal Opportunities. Chapter Nine gives the general conclusions and recommendations.

The Commission is committed to and shall continue working with all stakeholders to redress imbalances and to promote equal opportunities for all so as to realise a society free from all forms of discrimination and marginalisation wherein all persons have equal opportunities.

FOR GOD AND MY COUNTRY

Sylvia Muwebwa Ntambi (Mrs),
CHAIRPERSON.

MEMBERS OF THE EQUAL OPPORTUNITIES COMMISSION



Sylvia Muwebwa Ntambi (Mrs)
Chairperson



Dennis Nduhura
Vice Chairperson



Joel Cox Ojuko
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Member of Commission



Prof. Nicholas Olwor Sunday
Ag. Secretary to the Commission

Foreword

Pursuant to Section 24 (2) and (3) of the Equal Opportunities Commission Act, 2007, I am pleased to present to you the 3rd Annual Report on the State of Equal Opportunities in Uganda covering the period 2015/2016.

The Government of the Republic of Uganda has made some progress in redressing imbalances and promoting equal opportunities for all as evidenced by the participation of the marginalised groups in decision-making processes. A number of legislation are fairly inclusive and the various special programmes/affirmative action focus on improving the social well-being of the marginalised groups.

Ensuring equal opportunities for all is key in achieving inclusive growth world over. In September 2015, the Heads of State and Government and High Representatives, meeting at the United Nations Headquarters in New York adopted a historic decision on a comprehensive, far-reaching and people-centered set of universal and transformative Goals and targets. The adopted 2030 World agenda for Sustainable Development emphasizes ending poverty and hunger, gender mainstreaming, equity and inclusive growth among others. The Agenda is also responsive to the various International and Regional conventions, treaties, protocols and declarations relating to non-discrimination and equal opportunities. Consequently, dedicating efforts to realise the full potential of Special Interest Groups is instrumental in the achievement of Uganda's Vision 2040 and the Sustainable Development Goals.

Important to note is that Uganda is implementing the National Development Plan (NDP) II under the theme "Strengthening Uganda's Competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth". Realisation of the NDP II Goals calls for observance of equal opportunities for all in the development of budgets, plans, projects, programmes, laws, practices and traditions among others as a universal and fundamental human right.

The struggle to eliminate discrimination and inequalities in Uganda emphasizes the need to address the different development concerns of women (17,573,818), Youth (13,206,230), Children (19,037,812), Older Persons (1,433,305), Ethnic Minorities (478,762), persons with disabilities (4,096,477) and the rural and urban poor (6,823,026) among other marginalised persons. These categories of the population constitute over 80% of the Country's total population. Government has made significant effort in ensuring that Uganda is freed from all forms of discrimination and marginalisation so that all persons have equal opportunities in accessing goods and services.

The Equal Opportunities Commission is committed towards working with all stakeholders to enhance access to social justice and to transform Uganda into a Middle income economy by 2020. The Commission is very certain that the information provided in this Report will prove extremely relevant to our policy and decision makers, opinion leaders, service providers, researchers, academia and all the other stakeholders as the government strives to redress imbalances and promote equal opportunities for all in Education, Agriculture, Employment and Governance.

FOR GOD AND MY COUNTRY

Sylvia Muwebwa Ntambi (Mrs.),

CHAIRPERSON.

Acknowledgment

The Equal Opportunities Commission has worked with a number of stakeholders whose consolidated effort has resulted in the successful completion and production of this Annual Report on the State of Equal Opportunities in Uganda covering the Financial Year 2015/2016.

First, the Commission acknowledges the support of the Government of Uganda. Special appreciation goes to Parliament, the Standing Committee on Equal Opportunities, the Committee on Gender Labour and Social Development, the Parliamentary Committee of Finance, Planning and Economic Development, the Ministries of Gender Labour and Social Development and Finance Planning and Economic Development for their continued support to the Commission in the implementation of her mandate.

The Commission is grateful for the technical and financial support from our development partners, namely; the Democratic Governance Facility (DGF), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and UN Human Rights whose Financial and technical support has been instrumental in the production of this Report.

Appreciation goes to the line Ministries, Departments, Agencies of Government, the Civil Society Organisations and the general public for collaborating with the Commission in the execution of her mandate and in the generation of the third Annual Report.

Further gratitude is extended to Uganda Bureau of Statistics, Ministry of Education, Uganda National Examinations Board, Chief Administrative Officers, District Operation Wealth Creation Coordinators, District Education Officers, District Production Officers, District Local Council Members and Headteachers of Primary Schools for providing information contained in this Report alongside other stakeholders named here above.

Finally, the Commission highly appreciates its Members and Staff whose participation was critical to the successful completion of this Report. In a special way the Commission also recognises and appreciates the Research, Monitoring and Evaluation Department for spearheading the coordination and production of this Report.

The Commission finally acknowledges your invaluable contributions.

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List of Abbreviations

AGM	Annual General Meeting
AIDS	Acquired Immune Deficiency Syndrome
ANC	Antenatal Care
BFP	Budget Framework Paper
BH	Butabika Hospital
BU	Busitema University
CAADP	Comprehensive Africa Agriculture Development Programme
CAO	Chief Administrative Officer
CBR	Community-Based Rehabilitation
CEDAW	Convention on the Elimination of Discrimination against Women
COP	Conference of Parties
CRC	Constitutional Review Commission
CSOs	Civil Society Organisations
DDA	Dairy Development Authority
DEI	Directorate for Ethics and Integrity
DEO	District Education Officer
DEPE	Diploma in Education Primary External
DGF	Democratic Governance Facility
DLG	District Local Government
DLG	District Local Government
DPO	District Production Officer
DPP	Directorate of Public Prosecutions
DSC	District Service Commission
DTPC	District Technical Planning Committee
DTT	District Technical Team
DWOCC	District Operation Wealth Creation Coordinators
EAC	East African Community
EC	Electoral Commission
EOC	Equal Opportunities Commission
ESC	Education Service Commission
ESO	External Security Organisation
FAL	Functional Adult Literacy
FGM	Female Genital Mutilation
FPC	First Parliament Counsel
FRH	Fort Portal Referral Hospital
FY	Financial Year
G&E	Gender and Equity
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit _GmbH,
GoU	Government of Uganda
HIV	Human Immune Virus
HLGs	Higher Local Governments
Hqtrs	Headquarters
HR	Human Resource
HRBA	Human Rights-Based Approach

HSC	Health Service Commission
IT	Information Technology
IBRs	International Bill of Rights
ICCPR	International Covenant on Civil and Political Rights
ICT	Information and Communications Technology
IEC	Information, Education and Communication
IPPS	Integrated Personnel, Payroll and Pension System
JLOS	Justice, Law and Order Sector
JSC	Judicial Service Commission
KCCA	Kampala Capital City Authority
KYU	Kyambogo University
LDC	Law Development Centre
LG	Local Government
LGCG	Local Government Conditional Grants
LGFC	Local Government Finance Commission
LG	Local Government
LLG	Lower Local Government
LRC	Law Reform Commission
LRRH	Lira Regional Referral Hospital
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDGs	Millennium Development Goals
MDAs	Ministries, Departments and Agencies
MoFA	Ministry of Foreign Affairs
MHC	Mulago Hospital Complex
MoIA	Ministry of Internal Affairs
MoD	Ministry of Defence
MoE&MD	Ministry of Energy and Mineral Development
MoESTS	Ministry of Education, Science, Technology and Sport
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoICT	Ministry of Information and Communications Technology
MoJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands, Housing and Urban Development
MoPS	Ministry of Public Service
MoTI&C	Ministry of Trade, Industry and Cooperatives
MoW&T	Ministry of Works and Transport
MPS	Ministerial Policy Statement
MTEF	Medium-Term Expenditure Framework
MUBS	Makerere University Business School
MUK	Makerere University, Kampala
MUST	Mbarara University of Science and Technology
MoWE	Ministry of Water and Environment
NAADS	National Agricultural Advisory Services
NAGRCDB	National Animal Genetic Resources Centre and Data Bank
NARO	National Agricultural Research Organisation
NCDC	National Curriculum Development Centre

NCIC	National Citizenship and Immigration Control
NDP	National Development Plan
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NGOs	Non-Governmental Organisation
NITA-U	National Information Technology Authority – Uganda
NMS	National Medical Stores
NPA	National Planning Authority
NSSF	National Social Security Fund
OAG	Office of the Auditor General
OPM	Office of the Prime Minister
OVC	Orphans and Vulnerable Children
OWC	Operation Wealth Creation
PFMA	Public Finance Management Act
PLE	Primary Leaving Examinations
PLWH	Persons Living with HIV and AIDS
PMTCT	Prevention of Mother-to-Child Transmission
PNSD	Plan for National Statistical Development
PPDA	Public Procurement and Disposal of Public Assets Authority
PS	Permanent Secretary
PSC	Public Service Commission
PTC	Primary Tutors College
PWDs	Persons with Disabilities
RDC	Resident District Commissioner
REA	Rural Electrification Agency
RWS-VF	Rural Water and Sanitation Vote Function
SACCO	Savings and Credit Cooperative Organisations
SAGE	Social Assistance Grant for Empowerment
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SHRH	Strengthening Human Resources for Health
UAC	Uganda AIDs Commission
UBOS	Uganda Bureau of Statistics
UBTS	Uganda Blood Transfusion Service
UCDA	Uganda Coffee Development Authority
UCDO	Uganda Cotton Development Organisation
UCI	Uganda Cancer Institute
UDHR	Universal Declaration on Human Rights
UHI	Uganda Heart Institute
UHRC	Uganda Human Rights Commission
UIRI	Uganda Industrial Research Institute
ULC	Uganda Land Commission
ULGA	Uganda Local Government Association
UMI	Uganda Management Institute
UN	United Nations
UNBS	Uganda National Bureau of Standards
UNEB	Uganda National Examinations Board
UNFPA	United Nations Population Fund for Population Activities

UNHR	United Nations Human Rights
UNICEF	United Nations Children's Fund
UNMA	Uganda National Meteorological Authority
UNRA	Uganda National Roads Authority
UPDF	Uganda Peoples Defence Force
UPF	Uganda Police Force
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau
UTB	Uganda Tourism Board
UWA	Uganda Wild Life Authority
UWEP	Uganda Women Entrepreneurship Programme

The Executive Summary

1.0 Introduction

In accordance with section 24 (2) and (3) of the EOC Act 2007, the Commission developed the third Annual Report on the state of equal opportunities in Uganda for the FY 2015/2016. The theme of the Report is "Mainstreaming equal opportunities to enhance sustainable inclusive growth and development". The Report is structured in two parts. Part I of the Report highlights the performance of the Commission for the FY 2015/2016 while Part II presents the status of equal opportunities in Uganda.

1.1 Purpose and Scope of the Report

The Report examines Uganda's efforts towards eliminating discrimination and marginalisation and promoting the attainment of access to services regardless of sex, age, race, colour, ethnic origin, tribe, birth, creed, religion, health status, social or economic standing, political opinion or disability. The areas of focus are: status of equal opportunities in planning and budgeting, education, agriculture, employment, governance as well as the status of Uganda's compliance with international and regional instruments that relate to equal opportunities

1.2 Data Sources

The Commission used both quantitative and qualitative methodologies to develop the third Annual Report on the State of Equal Opportunities in Uganda 2015/2016. The key sources of quantitative data used were nationally representative and these included UBOS census data, the Education Management Information System (EMIS), sectoral Budget Framework Papers, Ministerial Policy Statements and studies conducted by the Equal Opportunities Commission. Qualitative data included testimonies and concerns from the public, public dialogues, individual written submissions to the Commission, desk research, EOC studies and field audit activities.

1.3 An Overview of the Marginalised Groups in Uganda

The marginalised groups do not only constitute the majority of Uganda's population (over 78%) but also dominate Uganda's poor (POPSEC 2013). These include women (17,573,818), youth (13,206,230), orphans and other vulnerable children (19,037,812), older persons (1,433,305), ethnic minorities (478,762), persons with disabilities (4,096,477), the rural and urban poor (6,823,026) and persons living with HIV/AIDS, among others.

2.0 Annual Performance and Achievements of the Equal Opportunities Commission

On 8 July 2016, the EOC made six years since its inauguration (8 July 2010). The Commission has since registered a number of achievements with reference made to the key policy and legal frameworks that guide the implementation of its mandate. These, among others, include:

- i. Enhancement of the Commission's budget from 600 million (2011/2012) to 5.9 billion (2015/2016).
- ii. In the period under review, the Commission registered 320 complaints. The New Commission has held tribunal hearings in Bushenyi, Masaka, Mayuge, Hoima, Wakiso and Kampala. During the hearings a total of 43 complaints were concluded.
- iii. The Commission conducted a joint audit exercise on compliance with accessibility standards for five public facilities, namely Kiruddu Health Centre IV, the High Court, Kampala Capital City Authority, Parliament of the Republic of Uganda and Centenary Bank.

- iv. The Commission has expanded its partnership with MDAs such as UBOS, NPA, OPM and others. In addition, the UN Human Rights has been attracted to work with the EOC in a concerted effort to eliminate discrimination and marginalisation.
- v. The Commission has conducted studies, including those on PLE performance disparities between regions and districts for the year 2015 and involvement of marginalised groups in decision-making processes.
- vi. The Commission assessed 16 Sectoral Budget Framework Papers (BFPs) for Gender and Equity (G & E) compliance in line with the PFMA, 2015. Fourteen of the sectors assessed demonstrated compliance (scored at least 40%) while two sectors were found to be non-compliant.
- vii. The Commission undertook assessment of 135 Ministerial Policy statements (MPSs) for the FY 2016/2017. Following the first assessment, the national average compliance level with gender and equity requirements was 43%. Thereafter MDAs that had not achieved the minimum score of 40% were given guidance on how to address G&E concerns in their MPSs and requested to resubmit for assessment. Hence this improved the national average compliance level to 53%.
- viii. The Commission prepared the Second and Third Annual Reports on the State of Equal Opportunities in Uganda covering the periods 2014/2015 and 2015/16 for submission to Parliament.
- ix. The Commission developed and disseminated various categories of IEC materials on understanding of equal opportunities for all and taking affirmative action to redress imbalances. These include: EOC's Frequently Asked Questions (FAQs), EOC Brochures, EOC Act 2007, Tribunal Information Posters, handouts on various thematic issues including the reinforced G&E mandate of the Commission as provided for in the PFMA, 2015.
- x. To further enhance its branding, the Commission officially launched its toll-free helpline and the logo. The 100-day activity plan for the new Commission was also launched on the same day.
- xi. The Commission held five public dialogues with the higher local governments of Luwero, Mpigi, Zombo, Ngora and Soroti to sensitise them on issues of Equal Opportunities. 56 Lower Local Governments were sensitised as well.
- xii. The Commission held a regional sensitisation workshop for civil society organisations, traditional leaders and religious leaders in the Teso sub-region which attracted 53 major stakeholders operating in the sub-region.
- xiii. The Commission conducted several awareness campaigns on equal opportunities, affirmative action and the general mandate of the Commission during engagements/workshops with various stakeholders.
- xiv. The Commission organised and participated in over eight nationally and internationally recognised days that relate to the EOC mandate in the selected hosting districts. This provided an avenue for educating the public on the mandate of the Commission and concepts of equal opportunities, gender and equity responsiveness, affirmative action, discrimination and inclusion, as well as disseminating various IEC materials.
- xv. To popularise the work of the Commission, a total of 37 radio talk shows were held on various radio stations, including those in the Central region and those in the regional areas of Uganda. Most of these were secured with the involvement of the Office of the Prime Minister (OPM), with programmes running in English and Luganda.
- xvi. Ten additional technical staff were recruited, thus improving the staffing level for technical staff to a total of sixteen. A comprehensive induction and orientation exercise

was also undertaken to bring all staff on board with regard to their specific roles in line with the mandate, vision, mission and functions of the Commission.

- xvii. Other capacity-building trainings included UN Human Rights training, induction for Commission Members, training of Commission Members in tribunal handling and ADR mechanisms and the in-house training in assessment for gender and equity compliance. These trainings enhanced the skills, knowledge and attitudes of the members and staff that enabled them to expeditiously dispense justice to the marginalised and discriminated against as well as implement the EOC mandate.

3.0 State of Compliance by MDAs and LGs with Gender and Equity Planning and Budgeting

Overall Compliance Level with Concerns of Gender and Equity FY 2016/2017

MPS Section	Scoring Checklist	Average
1.0 Past performance	1.1.1 Specific outputs that address gender inequalities for the period under review at the vote function level.	44%
	1.1.2 Specific outputs that address inequity (age, disability and location) during the period under review at the Vote function level.	68%
	1.2.1 Specific amount utilised (in relation to appropriated budget) on outputs that address gender inequalities for the period under review at the vote function level.	36%
	1.2.2 Specific amount utilised on outputs that address inequity (age, disability and location) during the period under review at the vote function level.	60%
2.0 Medium-term plans	2.1.1 Gender-responsive interventions/outputs for the five years.	27%
	2.1.2 Equity-responsive interventions/outputs for five years.	47%
	2.2.1 Gender-sensitive outcome indicators.	22%
	2.2.2 Equity-sensitive outcome indicators.	43%
	2.3.1 Allocation of budgetary resources for mechanisms that promote G & E.	59%
3.0 Plans and vote allocations for FY 2016/2017	3.1.1 Gender-responsive outputs/activities for the ensuing year.	50%
	3.1.2 Equity-responsive outputs/activities for the ensuing year or year being budgeted for.	67%
	3.2.1 Gender-specific expenditures by vote function.	45%
	3.2.2 Equity-specific expenditures by vote function (special programmes to address inequity targeting disadvantaged regions/locations and groups).	51%
4.0 Gender and equity vote performance issues	4.1.1 Reflection of gender and equity vote function compliance issues) and proposed actions to tackle identified issues.	76%
National Average		53%
Colour	Interpretation	Performance level
	Very good performance	70%-100%
	Good performance	60%-69%
	Fair performance	45-59%
	Low performance	30-44%
	Very poor performance	0%-29%

4.0 Status of Equal Opportunities in Education

- i. Analysis of the 2015 PLE UNEB results using the Performance Index reveals that all the worst performing sub-region are located in the Eastern region and these are: Elgon, Busoga, Teso and Bukedi. These were followed by the West Nile, Lango and Acholi sub-regions. On the other hand, the best PLE performing regions include; Ankole, Toro

Kigezi, Karamoja, Buganda and Bunyoro. The performance gap between the best and worst performing sub-region was 28%.

- ii. 53% of the best performing districts are located in the South and Western regions while 23% are located in the Central region. On the other hand, the Eastern region contributed 73% (22) of the 30 poor performing districts of which six are in Busoga (Iganga, Luuka, Bugiri, Kaliro, Mayuge and Buyende).
- iii. Schools in the municipalities (72%) performed better than those in the main district local governments (51%) with a performance disparity of 21% (male 20%; female 22%). Among the key observations made in Mbale district was that Mbale municipality was among the best local governments in PLE across the country and, at the same time, the main district was among the worst performers.
- iv. Critical observation of the findings reveals that districts within the Northern, Eastern and West Nile regions are trailing in terms of performance.

4.1 Factors to which the Disparities in School Performance are Attributed

Through audits in various districts the Commission established factors causing performance disparities to include: poor school inspection, lack of head teacher commitment, high pupil-textbook ratio, poor relationship between the school and the community and deliberate refusal of parents and the community to execute their roles in the process of educating a child.

5.0 State of Equal Opportunities in Agriculture

- i. Out of 870 respondents that participated in the audit exercise on Operation Wealth Creation, the majority (89%) had knowledge of the programme while 11% were not knowledgeable at all. On a positive note, all the PWDs that participated in the audit were knowledgeable about the OWC programme.
- ii. Overall, out of 870 people that participated in the audit of the OWC programme, only 49% had benefited from the inputs while 51% were yet to benefit from the programme.
- iii. With reference to the 10 areas assessed, the results revealed that the overall satisfaction level of the OWC programme in the 15 sampled districts was 40%. With the exception of the quality of inputs whose satisfaction level was 51%, clients' satisfaction for all the nine areas of focus was below 50%.
- iv. Out of 870 participants, 58% reported that they had not observed any direct tendencies of discrimination in the implementation of the OWC programme while 42% indicated that they had observed direct tendencies of discrimination within the programme. The overall discrimination rate was 4.3% with sex, age, tribe, social or economic standing, political opinion and disability status being the major dimensions of subjecting people to discrimination and marginalisation.
- v. It was reported that OWC does not have a deliberate mechanism for farmer selection. Apparently, under the previous NAADS approach, selection was bottom-up whereby farmers were given leeway to identify and select beneficiaries. With regard to OWC farmer selection is a little top-down from district to sub-county and community level, hence may breed some form of discrimination, especially based on political opinions/affiliation.

6.0 State of Equal Opportunities in Employment

6.1 Status of Salary Disparity in the Various Government Public Institutions in Uganda

- i. It takes seven years for the lowest paid political leader to earn what the highest paid political leader earns in one year.
- ii. A Permanent Secretary in the MoFPED or any other Ministry earns 9% of what the Commissioner-General of URA earns and 7% of what the Governor, Bank of Uganda earns.
- iii. The best paid officials in public institutions are receiving salaries in the range of USh.30- 54 million per month, while the Chief Justice is paid USh. 5 million a month.
- iv. A Permanent Secretary in any Ministry is required to work for 10 years and nine months to be able to get what the Commissioner-General of URA earns in just one year. This implies that the one year's efforts of the Commissioner-General of URA are equivalent to 10.8 year's efforts of any Permanent Secretary.
- v. Out of the 25 positions analysed among officials at deputy level or its equivalent in the various public institutions, the highest salary earners include: Directors NITA, Deputy Executive Director KCCA, Head Finance UCDA, Deputy IGG, Deputy Executive Director UNBS, Deputy Executive Director UTB, Deputy Director CDO, Director UIRI, Director UEPB and Deputy Director NAADS.
- vi. Like the case has been presented at the topmost levels, salary disparities trickle down to the lower-level workers. In certain institutions, lower-level workers are paid different salary scales as compared to other workers in the same entity. Cases in point are the teachers and medical workers in Kampala Capital City Authority (KCCA) paid under the Ministry of Public Service structure yet their counterparts are paid under the KCCA salary structure.
- vii. Different public institutions have different employment benefits, ranging from NSSF, pension, gratuity, lunch, housing, vehicle (mileage) and medical care, among others.
- viii. According to the Ministry of Public Service, government remunerates civil employees basing on their academic qualifications, experience, duties, work environment, responsibility for official assets and physical effort.
- ix. The wage/salary disparity in Uganda could become a cause of concern for the country's efforts to keep its best professionals at home. Brain drain has for long been affecting the economy. The countries neighbouring Uganda enjoy more of the best of Uganda's professionals, especially in the medical and education fields.
- x. With the East African Common Market charter now operational, the borders have been made more flexible to Uganda's best brains who are disillusioned with the public service sector. Uganda is losing at least 1,400 skilled professionals each year, according to Dr Margaret Mungherera, the previous president of Uganda Medical Union.

7.0 State of Equal Opportunities in Governance

- i. The majority (93.9%) of the marginalised took part in the recent election processes. The Commission applauds this affirmative action by government which has redressed the historical imbalance, disparity and/or injustice with regard to participation of the special interest groups in politics.

- ii. The majority of the marginalised persons (86%) reported that the areas gazetted for the voting exercise were accessible for all groups of people while 14% reported that polling stations were not accessible. They reported that polling stations had no parking areas or adequate signage to provide direction to persons with disabilities and most of them had no pathways responsive to the needs of PWDs.
- iii. Findings revealed that 77.3% of the respondents believed that the campaign process of their leaders was conducted in a free and fair manner. On the other hand, 22.7% of the respondents believed that the campaign process was not fairly conducted.

7.2 Responsiveness to Concerns of Gender and Equity in the Distribution of Cabinet and other Ministerial Positions

- i. The Buganda sub-region attained the highest share of Cabinet positions for the last three consecutive reshuffles with an overall average of 23%. This was followed by the Ankole, West Nile and Kigezi sub-regions with a share of 15%, 10% and 9% respectively. Sub-regions whose average share was 4% and below include Lango (4%), Karamoja (3%), Acholi (3%) and Bukedi (4%).
- ii. However, despite sub-regional %age disparities, there was a Cabinet representative from each of the sub-regions for all the reshuffles. It is important to note that there is an observed relationship between population size and the %age share of cabinet representation with highly populated sub-regions having a bigger share compared to less populated sub-regions.
- iii. Out of the 75 tribes, only 25 tribes were able to secure a Cabinet position in the last three consecutive reshuffles. Fifty tribes have not been able to be part of Cabinet during the last three reshuffles. Overall, the Baganda have had the highest share of Cabinet positions or representation, followed by the Banyankore, with an average of 15 and 13 positions respectively for the last three reshuffles.
- iv. Out of 112 districts in Uganda 75 (67%) districts have had at least a Cabinet representative in the last three consecutive reshuffles. This implies that a total of 37 districts have not had a Cabinet representative in the last three reshuffles.
- v. The proportion of females constituting Uganda's Cabinet has improved to 32% (2016-2021) from 24% (2015/2016). This translates into a %age point improvement of 8%. The overall female share in the last three Cabinet reshuffles stands at 29%.
- vi. In the recently announced Cabinet of 81, it was noted that three of the Ministers were drawn from the opposition side. The Commission commends the President for this new direction.
- vii. The highest proportion of Cabinet positions was allocated to Protestants and Roman Catholics. However, the results reveal progressive reduction in the number of the Anglicans to enhance representation of the rest of the other religions.

8.0 Status of Uganda's Compliance with International and Regional Instruments Relating to Equal Opportunities

- i. The Universal Declaration of Human Rights (UDHR) is the earliest human rights instrument that fostered the international Bill of Rights and over 80 of the international conventions, declarations and human rights standard setting instruments.

- ii. Uganda ratified the ICCPR on 21 June 1995 and the Optional Protocol to the ICCPR on 14 November, 1995. The Constitution of Uganda reflects many of the ICCPR provisions.¹Freedom from discrimination is enshrined in Article 21(2) of the Constitution which states that a person *shall not be discriminated against* on the ground of sex, race, colour, ethnic origin, tribe, birth, creed or religion or social or economic standing, political opinion or disability.
- iii. Uganda ratified the International Covenant on Economic, Social and Cultural Rights (ICESCR) on 21 January 1987. The ICESCR, like the ICCPR, affirms emphatically that all persons are entitled to enjoy the full range of human rights *without discrimination based on any distinction* such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.
- iv. Uganda signed the African Charter on Human and Peoples' Rights (Banjul Charter) on 10 May 1986. The Banjul Charter is a unique instrument of the African Union that distinctly emphasises peoples' rights and African values.
- v. Uganda ratified CEDAW on 22 July 1985 with no reservations but is yet to ratify the Optional Protocol to CEDAW that allows Ugandan women to register individual complaints with the Committee on CEDAW.
- vi. Uganda signed the Maputo Protocol on 22 July, 2010 which is a useful regional instrument of the African Union in expressing women's rights based on Africa-specific situational analyses and contexts.
- vii. The Convention on the Rights of Persons with Disabilities was ratified by Uganda on 25 September 2008 and its optional protocol, too, without reservations. The Convention seeks to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all PWDs and to promote respect for their inherent dignity.
- viii. Uganda ratified the ILO Equal Remuneration Convention on 2 June 2005. This Convention adopts the principle of equal remuneration for men and women workers for work of equal value.
- ix. Uganda ratified this ILO Convention on 02 June 2005. This Convention draws upon the Declaration of Philadelphia, which affirms that all human beings, irrespective of race, creed or sex, have the right to pursue both their material well-being and their spiritual development in conditions of freedom and dignity, economic security and equal opportunity.

9.0 Conclusions and General Recommendations

The Constitution of the Republic of Uganda and other relevant laws provide for the promotion and protection of the rights of marginalised groups and vulnerable people. It is commendable that the government and other stakeholders have made some effort to attain equal opportunities and affirmative action for the marginalised.

¹UN Human Rights Council's 'Working Group on the Universal Periodic Review- Uganda', July 2011

9.1 General Recommendations

- i. Improvement of statistical information related to equal opportunities, marginalisation and discrimination with UBOS and other statistical production stakeholders.
- ii. Ensuring equitable distribution of government programmes that target the vulnerable and the marginalised persons.
- iii. Building knowledge about the needs and rights of marginalised groups and strengthening the capacities of key stakeholders and duty bearers.
- iv. Mainstreaming the issues of equal opportunities in government programmes, plans and projects.
- v. Government of Uganda should come up with a minimum wage. A minimum wage provides a basic social protection floor to help safeguard incomes and living conditions of workers and their families who are considered most vulnerable in the labour market.
- vi. There is need to build the future capacity of the district councillors and technical staff with regard to the HRBA. This will enable them to appreciate equal opportunities and affirmative action, especially in the lower local government structures.
- vii. Sectors should come up with commitment plans with clear targets to provide equal access to services in all the regions of the country.
- viii. There is urgent need to increase funding of the Equal Opportunities Commission to deliver on its very wide mandate effectively and efficiently.
- ix. Enhancement of the capacity of all MDAs and LGs for mainstreaming the concerns of gender and equity in plans and budgets.
- x. Nominating/recruiting focal persons whom the Commission should liaise with in matters of gender and equity as a short-term measure.
- xi. Developing and tracking a school-level stakeholder score card. This score card should enable the education sector to know who is not executing his or her roles and responsibilities.
- xii. There should be deliberate affirmative action for the worst performing schools to gradually address their respective gaps.
- xiii. Fast-tracking operationalisation of the policy for special needs education.
- xiv. Development of equitable criteria for the distribution of OWC inputs.
- xv. Review of employment benefits across all public institutions and coming up with measures to address the disparities.
- xvi. Educating the population on the rights and dignity of all persons and specifically on the rights of vulnerable and marginalised groups.
- xvii. Ensuring that all public information is made available in formats that are responsive to the needs of the various categories of people.
- xviii. Extending social protection programmes to other categories of vulnerable households including women, children and PWDs.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The Equal Opportunities Commission is mandated to give effect to the State's constitutional mandate to eliminate discrimination and inequalities against any individual or group of persons and take affirmative action in favour of groups marginalised for the purpose of redressing imbalances which exist against them (Article 32 (3) of the Constitution of Uganda).

Section 24 (2) and (3)² of the EOC Act 2007 provides that the Commission shall submit an Annual Report to Parliament on the state of equal opportunities in the country. This Report is the third in series and it has as its theme "Mainstreaming equal opportunities to enhance sustainable inclusive growth and development".

On 22 December 2015, His Excellency Yoweri Kaguta Museveni, President of the Republic of Uganda appointed New Members to steer the Commission for the next five years (January 2016 to December 2020) following the expiry of the tenure of the first Commission which served from 8 July 2010 to 30 July 2015. Under the instrument of appointment for the new Commission members, the President was very particular on the minimum deliverables for the Commission Members, which included the Annual Report to Parliament on the state of equal opportunities in the country.

This Report is structured in two parts. Part I of the Report highlights the performance of the Commission for the Financial Year 2015/2016 while Part II (Chapters Three to Eight) presents the status of equal opportunities in Uganda focusing on: the status of equal opportunities in planning and budgeting, education, agriculture, employment, governance as well as the status of Uganda's compliance with international and regional instruments that relate to equal opportunities. Conclusions and recommendations are highlighted in the last (ninth) chapter. The areas of focus in this Report relate to the Equal Opportunities Commission Five-Year Strategic Plan (2013/2014-2017/2018).

Overall, the Report examines Uganda's efforts towards eliminating discrimination and marginalisation; and promoting the attainment of access to services regardless of sex, age, race, colour, ethnic origin, tribe, birth, creed, religion, health status, social or economic standing, political opinion or disability.

² The Annual Report shall be signed by the Chairperson and addressed to the Speaker of Parliament with a copy to the President.

1.1 Background to Equal Opportunities Commission

For most of the nation's history, women, ethnic minorities, persons with disabilities, older persons, youth, the poor and children, among others, have variously faced overwhelming barriers, depriving them of the opportunity to enjoy the same treatment or consideration in the enjoyment of rights and freedoms, attainment of access to the physical environment and social services, such as education, health, employment or the participation in social, cultural and political activities regardless of sex, age, race, colour, ethnic origin, tribe, birth, creed, religion, health status, social or economic standing, political opinion or disability.³ Even after several attempts by a number of countries to remove these obstacles since the 1960s, a myriad of these discriminated against and marginalised populations still encounter systematic illegal discrimination that deprives them of equal opportunities and the enjoyment of rights and freedoms.

In the case of Uganda, the outcry for equal opportunities for all was documented from the views collected from the public by the Constitutional Review Commission (CRC) in the early 1990s during the consultative process of drafting a new constitution. During this period, over 56% of Ugandans were living below the poverty line. This implies that for every 100 Ugandans in the 1990s, 56 of them could not afford to spend one US dollar in a day. This high level of poverty was attributed to discrimination and marginalisation in the sharing of the various opportunities that existed at the time.

A concept paper which expounded equal opportunities and recognised that, given the same conditions and opportunities, all persons irrespective of their social, economic, cultural or political backgrounds, could perform to their maximum potential was developed. Subsequently, the Equal Opportunities Commission Bill was passed into an Act of Parliament (2007) to effectuate Article 32 of the 1995 Constitution (as amended).

On 4 April 2007, His Excellency Yoweri Kaguta Museveni, President of the Republic of Uganda assented to the law establishing the Equal Opportunities Commission. At the time of establishment, the Equal Opportunities Commission was the second of its kind on the African continent after South Africa. Since then, a number of African countries have established institutions that focus on eliminating discrimination and inequalities. Some of the countries include Kenya, Rwanda, Nigeria and Mauritius.

This Report presents Uganda's progress in ensuring the same treatment or consideration in the enjoyment of rights and freedoms, the attainment of access to social services regardless of sex, age, race, colour, ethnic origin, tribe, birth, creed, religion, health status, social or economic standing, political opinion or disability. This is based on the fact that the disadvantaged individuals and communities face challenges that impact on their conditions and limit their opportunities. The Report also looks at the regional

³ The Search for a National Consensus, the making of the 1995 Constitution.

inequalities in accessing services, which is a leading cause of regional imbalances that manifest themselves in the development process and hence the need for interventions that will boost the functionality of local governments and rationalisation of special programmes targeting those areas/regions that are economically lagging behind.

1.2 Purpose and Scope of the Report

The Annual Report on the State of Equal Opportunities in Uganda is in fulfillment of section 24 (2) and (3) of the Equal Opportunities Commission Act, 2007.

The Report also tracks the implementation of the gender and equity provisions under the Public Finance Management Act, 2015. The provisions are: Section 9 (6) (a) and (b), section 13 (11) e (i) and (ii) and section 13 (15) g (i) and (ii), which clearly spell out the Commission's mandate in line with the Gender and Equity Certificate.

The Report also seeks to enhance efforts towards achieving: (i) objectives and goals of the National Development Plan II by tracking progress made in promoting equal opportunities and affirmative action in the country; and (ii) Uganda's compliance with international and regional legal instruments relating to equal opportunities.

Furthermore, in September 2015, world leaders formally adopted the 2030 Agenda for Sustainable Development Goals, which, among others, emphasise gender, equity and inclusive growth. Consequently, this Report details the extent to which Uganda has complied with the UN Sustainable Development Goals in the period under review.

The Commission is very certain that the information provided in the Report will prove extremely relevant to all sectors of government, opinion leaders, researchers, academia and all other stakeholders involved in redressing imbalances and promoting equal opportunities for all irrespective of sex, age, race, colour, ethnic origin, tribe, birth, creed, religion, health status, social or economic standing and political opinion or disability. Emphasis on the importance of gender and equity responsive planning and budgeting in various sectors and local governments also drives sustainable inclusive economic growth and development.

1.3 Data Sources

The Commission used both quantitative and qualitative methodologies to develop the third Annual Report on the State of Equal Opportunities in Uganda 2015/2016. The key sources of quantitative data used were nationally representative and these included UBOS census data, the Education Management Information System, Sectoral Budget Framework Papers, Ministerial Policy Statements and studies conducted by the Equal Opportunities Commission. Quantitative data sets were analysed using descriptive statistics to examine the patterns of the state of equal opportunities in Uganda using ratios, correlations and comparative analysis. On the other hand, qualitative data

included testimonies and concerns from the public, public dialogues, individual written submissions to the Commission, desk research, EOC studies and field audit activities.

1.4 Report Structure

The structure of the Report is as follows:

- i. The Executive Summary
- ii. Chapter One: General Introduction
- iii. Chapter Two: Annual Performance and Achievements of the Equal Opportunities Commission
- iv. Chapter Three: State of Equal Opportunities in Planning and Budgeting in Ministries, Departments, Agencies and Local Governments
- v. Chapter Four: State of Equal Opportunities in Education
- vi. Chapter Five: State of Equal Opportunities in Agricultural (OWC Programme)
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- viii. Chapter Seven: State of Equal Opportunities in Governance
- ix. Chapter Eight: Status of Uganda's Compliance with International and Regional Instruments that Relate to Equal Opportunities
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1.5 An Overview of the Marginalised Groups in Uganda

The marginalised groups do not only constitute the majority of Uganda's population (over 78%) but also dominate the Uganda's poor (POPSEC 2013). These include youth⁴, older persons⁵, persons with disabilities (PWDs)⁶, women, ethnic minorities, orphans and other vulnerable children and persons living with HIV/AIDS, among others. This section presents Uganda's national income inequalities and an overview of the marginalised groups in Uganda.

1.5.1 National income inequalities, 1992/93-2012/13

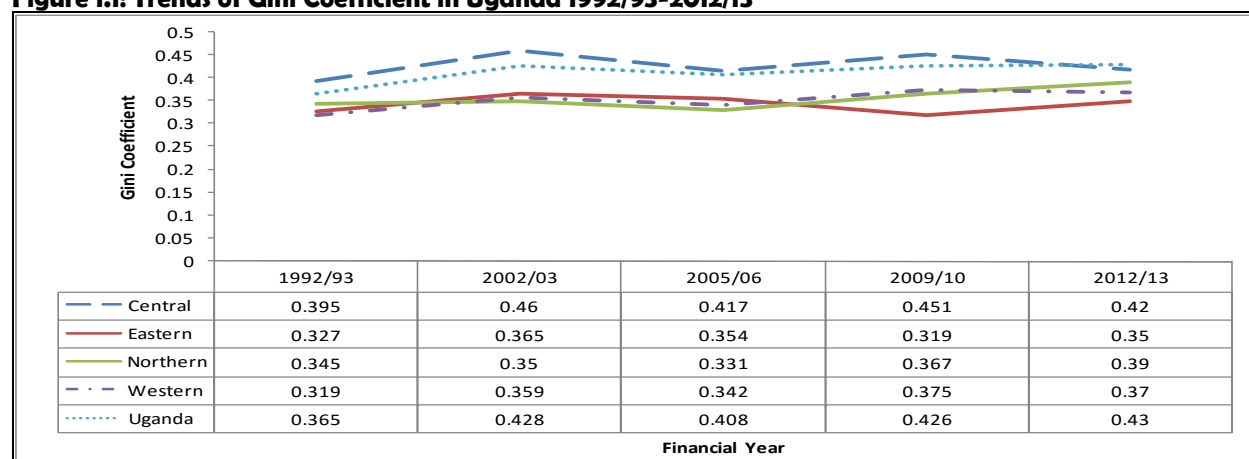
The Gini coefficient measure was used to measure national income inequalities in Uganda. This measure provides an indication of the degree of inequality in per capita consumption across the country's population. The Gini coefficient provides an indication of how equitable the distribution is across the population. The Gini coefficient ranges from 0 to 1. A Gini index of 0 represents perfect equality, which implies that all nationals, regardless of category, have the same income while an index of 1 implies that all the income within an economy is received by one person. Figure 1.1 below shows the trends of the Gini coefficient in Uganda.

⁴This National Youth Policy defines youth as all young persons; female and male aged 12 to 30 years. This is a period of great emotional, physical and psychological changes that require societal support for a safe passage from adolescent to full adulthood.

⁵An older person is defined as one who is aged 60 years and above.

⁶The Persons with Disabilities (PWD) Act 2006 defines disability as "a substantial functional limitation of daily life activities caused by physical, mental or sensory impairment and environmental barriers resulting in limited participation".

Figure 1.1: Trends of Gini Coefficient in Uganda 1992/93-2012/13



Source: UNHS 2012/13

According to the Poverty Status Report, 2014 Uganda registered a decline in overall inequality (Gini coefficient) from 0.426 in 2009/10 to 0.395 in 2012/13. Since 1999/2000, the Gini coefficient for Uganda has averaged 0.40 with significant increases in inequality registered in 2002/3 and 2009/10.

These observations notwithstanding, inequality remains substantially higher in urban than rural areas. Also, based on the relative mean measure of inequality, the welfare of an average rural household has remained the same, at about 83% of the national average.

On the other hand, although the average urban household was better-off than the average Ugandan household by about 1.9 times in 2009/10, the scale factor had reduced to about 1.6 by 2012/13. This probably means that recent indications that poverty has reduced from 24.5% in 2009/10 to 20.3% in 2012/13 and the accompanying narrowing of inequality imply that the observed income growth was pro-poor, with people in the bottom ranks of the income distribution registering larger decreases in poverty compared to their well-to-do counterparts.

This trend of inequality could perhaps be attributed to the declining agricultural productivity, inadequate and outdated BT/VET/Tertiary education curriculum that imparts skills which are not relevant to the labour market, high school dropout rates and the domination of primary commodities in the export basket (NDP II 2015-2020).

The Commission takes note of the government effort to address income disparities through special interventions and programmes. These special government programmes are designed to address service delivery gaps and they include: PRDP II, KLIP, WEF, SAGE, YLP, OWC, CDR, NAADS, NUSAF III, CAIIP, ALREP, KLP, KDI and LRPD.

1.5.2 The youth

Uganda's legal framework on youth is enshrined in the 1995 Constitution of the Republic of Uganda (as amended), the National Youth Council Statute (1993) and Vision 2040. These, among others, commit government to fulfilling its national obligations in the development of the youth, as was agreed upon at the International Conference on Population and Development (1994); the World Programme of Action for Youth to the year 2000 and beyond; the Beijing Declaration and Platform for Action (1995); the Commonwealth Programme of Action for Youth Empowerment to the year 2005; the Lisbon Declaration (1998); and the East African Cooperation Treaty (1999).

The National youth Policy recognises the large number, strategic importance and immense potential among youth for the development of the country. The policy advocates for the mobilisation of resources to promote youth participation and integration in the mainstream of national development.

Uganda has one of the youngest and most rapidly growing populations in the world. According to the 2014 National Population and Housing Census, 23% of Uganda's population is constituted by the youth aged 18-30 years while those aged 12-30 years constitute 38.1% (6,378,089 male; 6,828,141 female; 13,206,230 total). On average, about 500,000 young people are expected to enter the labour market annually in an environment of limited available employment opportunities. Youth unemployment is, therefore, among the key challenges Uganda is facing. Currently, 64% of the unemployed are youth aged 24 and under. A young population has advantages as it presents future social and human capital, but also disadvantages as it puts pressure on social services and available employment opportunities. Studies indicate that in Uganda 74% of the youth are unemployed, the majority of whom are classified as poor and have limited access to productive assets and other resources of production. Others are characterised by: lack of employable skills and hence limited access to income; limited access to basic and critical health services, including sexual and reproductive health services; early marriages and pregnancies; drug abuse; and limited access to income, credit and income-generating activities. They are also affected by peer pressure and influence, among others, which exposes them to contracting HIV/AIDS, among other sexually transmitted diseases.

In 2013/14, government, through the MoGLSD, introduced the Youth Livelihood Programme (YLP) as one of the interventions to reduce the high unemployment rate and poverty among the youth. Initially (FY 2013/2014), the programme covered 27 districts, and to-date the programme has been scaled up to cover the rest of the country. A total of 32,374 youth, of whom 44% are females, have accessed support under the programme. A number of challenges that affect the success of the YLP were noted during the Commission's audit exercises among, which include:

- i. A number of groups were left out due to the inadequate budget. This has created a social gap between the groups that are benefiting and those which are not benefiting. One of the beneficiaries in Kamuli, Namwendwa sub-county reported that "those that never benefited may wage war against those that have benefited".
- ii. The majority of the groups monitored expressed their unwillingness to include persons with disabilities in their groups. In some instances, PWDs expressed concern about being discriminated against and were advised to form their own groups. However, it was reported that the advice given to them was not tenable since it is hard to mobilise at least 10 PWDs within one parish owing to their inadequate numbers.
- iii. It is very hard for the very poor youth to participate in the Youth Livelihood Programme. This is because all groups needed to mobilise money amongst the initial members to expedite the registration process. On average, each group needed USh.300,000-700,000USh. to complete the registration process. Individuals that could not make any financial contribution were either eliminated or remained passive members of the groups.
- iv. Some "stage-managed" business plans were approved. For instance, there were a number of functional metal workshops that were approved yet they had already been in existence for over two years.
- v. Inclusion of employed youth in some of the groups yet the project was meant for unemployed youth. During discussions, some CDOs noted that this was due to pressure from various authorities.
- vi. Registration and approval of groups that had benefited from previous projects was very common and this limited access by new entrants.
- vii. Varied appreciation of the reimbursement plan among the youth, with the majority determined not to pay the funds back.
- viii. Domination of group activities by the Chairperson, the Treasurer and the Secretary. In worse situations, only one person dominates activities and authority within the group.
- ix. Abrupt and frequent calls to report to the sub-county offices. This has increased the costs incurred by the groups, especially those who stay very far away from the sub-county headquarters.
- x. Long hours of engagement when called upon by the sub-county officials.
- xi. Tendencies of some officials to ask for a token of appreciation.
- xii. Political interference, which sometimes contradicts the programme guidelines.
- xiii. A limited resource envelope which has limited the number of groups benefiting to only one per parish.
- xiv. Lack of transparency and commitment among some youth group members.
- xv. Misappropriation of funds by the youth groups.

1.5.2.1 Action taken on recommendations made on the YLP

The Commission made recommendations to the Ministry of Gender, Labour and Social Development (MoGLSD), some of which have been implemented. The actions so far taken on the recommendations made are as follows:

S/N	Performance Issue	Recommended Action	Action Taken
i.	Limited involvement of PWDs in the Youth Livelihood Programme	At least 3% of the total budget should be earmarked for youth with disabilities	The MoGLSD has tasked local governments to ensure that PWDs are not left out
ii.	Approval of stage-managed youth business proposals	The CDOs should regularly monitor approved groups and report any inconsistencies identified	Monitoring is being carried out though not adequate due to resource constraints
iii.	Inclusion of employed youth in some of the groups yet the project was meant for unemployed youth	Employed youth should be denied access so that those who are unemployed are given a chance to enhance their livelihood	The vetting process has been strengthened
iv.	Registration and approval of groups that have benefited from other projects	Youth that have benefited from previous projects should not be given priority such that other youth can also benefit	
v.	Limited appreciation of the reimbursement plan with the majority of the youth determined not to pay back the funds	Involvement of leaders to encourage groups to be committed to refunding the loans such that other youth that were left out can also subsequently benefit	The beneficiaries have been sensitised on the benefits of refunding the money. In some districts, such as Nakasongola, a high recovery rate has been registered
vi.	Domination of group activities by the Chairperson, Treasurer and the Secretary	Group leaders should be tasked to produce evidence of participation by all group members	Improved participation of group members as evidenced by the minutes and the physical investments where various members are involved
vii.	Irregular reviews of group performance at district level	Districts should organise their own Annual Performance Reviews on the Youth Livelihood Programme	

1.5.3Orphans and Vulnerable Children (OVC)

At the international level Uganda has ratified the following conventions:

- i. The United Nations Convention on the Rights of the Child (1990);
- ii. The Organisation of African Unity Charter on the Rights and Welfare of the Child (1990);
- iii. The Convention on the Elimination of All Forms of Discrimination against Women (1979) and the National Orphans and Other Vulnerable Children Policy; and
- iv. The ILO Convention No.138 on the Minimum Age for Admission to Employment (1973) and the ILO Convention No.182 on the Prohibition of the Worst Forms of Child Labour (1999).

Uganda is party to other international instruments regarding orphans and other vulnerable children. These include the Declaration of Commitment on HIV/AIDS, UNGASS on HIV/AIDS (2001), a World Fit for Children Declaration (2001), and the Sustainable Development Goals (2015).

The 1995 Constitution of the Republic of Uganda (as amended) provides the basis for the development of legislation and policies for addressing the rights of children. Article 34(7) of the Constitution specifically provides for the protection of OVC. These constitutional provisions are articulated in the Children's Act Cap 59. Other pieces of legislation include the following:

- a) Prevention in Trafficking of Persons Act (2009), which accords the protection of children against trafficking, bonded labour, slavery and various forms of sexual exploitation;
- b) The Education Act, which makes basic education for all children aged six years and above compulsory;
- c) The Employment Act (2006), which prohibits any kind of work that is hazardous to a child's physical, social and moral development;
- d) The National Council for Children Act, Cap 60, which provides for the coordination of all children's programmes across sectors;
- e) The Local Governments Act (1997), which decentralises the protection and services for children to local governments and specifically provides for a Secretary for Children Affairs at all levels of local council governments.

In prioritising interventions for OVC, the Government of Uganda has formulated the following policies, among others:-

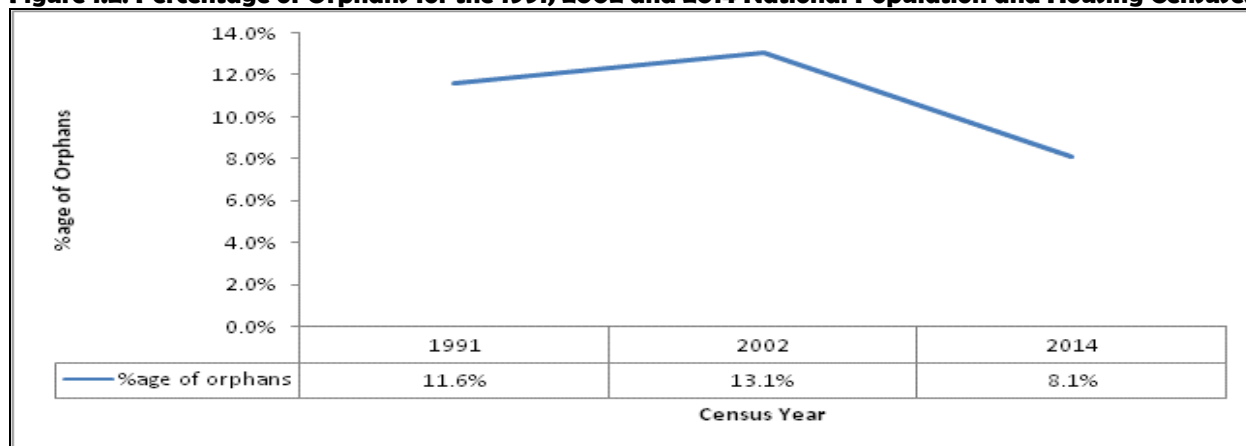
- a) The National OVC Policy (NOP) 2004, which provides a framework for programming for OVC;
- b) The Child Labour Policy (2006), which regulates the involvement of children in work;
- c) Policies on pre-primary, primary and secondary education as well as on disadvantaged children, which ensure increased access to education by OVC;

- d) The National IDP Policy 2004, which provides for the protection of children as a marginalised group;
- e) The National Health Policy, which provides for health for all, including children;
- f) The National Youth Policy, which provides a framework for planning for youth;
- g) The National Adolescent Health Policy, which provides for a multi-sectoral response to adolescent reproductive health problems;
- h) The Reproductive Health Policy, which promotes safe motherhood and investment in reproductive health; and
- i) The National Policy on Young People and HIV and AIDS, which promotes the involvement of young people themselves in the fight against the AIDS scourge.

Although children aged 17 years and below constitute 55% of Uganda's population (National Population and Housing Census 2014), they continue to live in conditions characterised by inadequate access to health services, poverty in homes, exploitation, deprivation, child abuse and violence. The living conditions for children in Uganda compromise the four cardinal rights of a child to survival, development, protection and participation. This situation perpetuates a life cycle of risks that negatively impact on human social and economic development.

National statistics show that there are 2,805,407 orphans in Uganda, 1.2 million of whom were orphaned by AIDS (UBOS 2014). The situation has been exacerbated by the prevalence of preventable diseases such as malaria and tuberculosis and conflicts in the country. The protection and care of these vulnerable children in Uganda are still not assured. Many of the orphaned children are forced to live on the streets and/or under exploitative conditions of labour, physical, emotional and sexual abuse. A lot of them live in child-headed households and are forced to fend for themselves and their siblings. Others are infected with HIV either through mother-to-child-transmission or through defilement. The Commission recognises the efforts made by government to protect children; however, a child-sensitive protection system needs to be strengthened in order to reduce the vulnerability of children. Figure 1.2 below presents the %age share of orphans for the last three national population and housing censuses.

Figure 1.2: Percentage of Orphans for the 1991, 2002 and 2014 National Population and Housing Censuses



Source: UBOS Census Report 2014

The proportion of orphans has reduced from 13.1% in 2002 to 8.1% in 2014. The reduction is attributed to government efforts on healthy living. Consequently, this has increased life expectancy, which has resulted in increased number of persons' years lived.

1.5.4 Women

Uganda is a signatory to various international commitments, key among which are: the Convention on the Elimination of Discrimination against Women (CEDAW), the Beijing Platform of Action, and the Sustainable Development Goals. The Constitution of the Republic of Uganda 1995 provides for affirmative action and empowerment of women under Articles 32 (1), 33 (5), 78 (b) and 180 (b).

Women in Uganda constitute 51% (17,573,818) of the total population. Out of 7,306,942 households in Uganda, 1,761,575 (24%) are headed by women against 5,545,367 (76%) headed by men. Of the total population, 7,015,109 reside in households headed by women. The Commission takes note of the significant efforts of government and other stakeholders towards the improvement of the status of women and the promotion of gender equality. However, most of the women in Uganda still face a wide range of challenges, including discrimination, low social status, lack of economic self-sufficiency, high illiteracy levels and greater risk of HIV/AIDS infection. In Uganda, as in many African countries, gender discrimination means that women must submit to an overall lower social status. For many women, this reduces their power to act independently, become educated, avoid poverty or develop self-reliance for social and economic shocks.

The women continue to face constraints related to, among others, limited access to control over and ownership of productive resources such as land, credit and businesses, in addition to limited employment opportunities in industries that require sophisticated skills, and this limits their income-generating potential.

The women further face marginalisation in accessing health care services due to lack of financial resources and the long distances to the health centres, especially in the rural areas. Women and girls are more vulnerable to HIV/AIDS due to their limited control over decisions concerning safe sex, GBV in all its dimensions (i.e. sexual and emotional). These remain critical human rights and economic concerns. Given the concerted efforts by all the stakeholders to overcome the gaps, the Commission recommends a framework for coordinated interventions of all actors through a national policy to eliminate gender inequalities and encourage the empowerment of women. Besides developing clear indicators and disaggregating data, it is important to mainstream gender and equity for effective programme design.

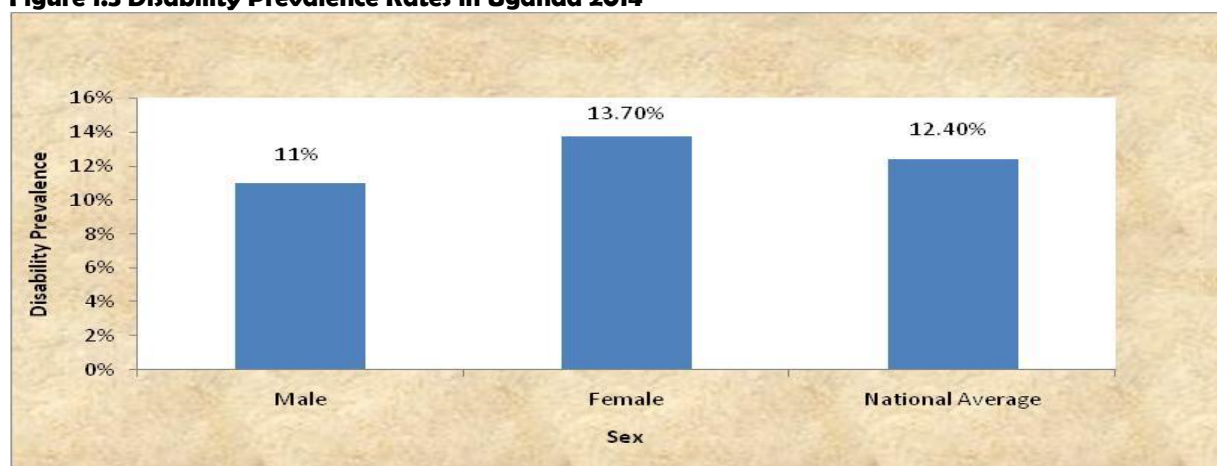
The Commission, through the provisions of the Public Finance Management Act, 2015, assesses all Budget Framework Papers and Ministerial Policy Statements to ensure their gender and equity responsiveness. In addition, the Commission, through its tribunal handles issues of discrimination against and marginalisation of women in the areas of land ownership, employment and property rights. Consequently, in collaboration with other stakeholders, the Commission is hopeful that the gradual improvement in the status of women will continue until a time when Uganda will register the desired level of gender equality.

1.5.5 Persons with Disabilities

The Government of Uganda has adopted and reviewed a number of laws and policies pertaining to people with disabilities, including their rights to productive and decent work and basic services. These include: Article 35 of the 1995 Constitution of the Republic of Uganda (as amended) which prohibits discrimination against people with disabilities; the Persons with Disabilities Act, 2006 which makes provisions for the elimination of all forms of discrimination against people with disabilities; the Local Government Act, 2006 and the Presidential and Parliamentary Elections Act, 2001 (as amended). All of these aim at increasing the representation of persons with disabilities in the public sphere. Besides, the Traffic and Road Safety Act, 1998, prohibits denial of a driving permit on the basis of disability; the Uganda Communications Act, 1998, provides for the promotion of research into the development and use of new communications techniques and technologies, including those which promote accessibility of hearing-impaired people to communication services; Workers' Compensation Act, 2000, provides compensation to workers who are injured or disabled through industrial accidents; The National Council for Disability Act (No. 14), 2003, monitors and evaluates the rights of persons with disabilities as set out in international conventions and legal instruments; and the Equal Opportunities Commission Act, 2007, section 14 prohibits discrimination against and marginalisation of any person or group of people in all spheres of life.

Persons with disabilities in Uganda face extreme conditions of poverty caused by a multiplicity of social-physical barriers, ranging from negative stereotypes to isolation, low confidence levels among PWDs, limited opportunities for accessing social services, suitable housing, employment opportunities and social amenities. However, many contemporary societies are cognisant of this anomaly and are continuously making efforts to dismantle any barriers to a more disability-friendly social and physical environment, providing information in a variety of formats and modes and challenging attitudes and mistaken assumptions about people with disabilities. Figure 1.3 below presents the disability prevalence rates in Uganda by sex in 2014.

Figure 1.3 Disability Prevalence Rates in Uganda 2014



Source: UBOS 2014

According to the 2014 Population and Housing Census, 12.4 % of the population have a disability. The main forms of disability included visual Impairment (2,129,279), hearing impairment (1,083,649), memory impairment (1,776,911) and physical disability (1,476,959).

A number of interventions are made by government and other stakeholders including, among others, noted by the Commission: enforcement of accessibility standards for all public buildings by the Commission and the countrywide special disability grant. The resources provided under the disability grant are still meagre and cannot cater for all the PWDs in the country.

The Community-Based Rehabilitation (CBR) Programme for equalising opportunities, involving the rehabilitation and inclusion of PWDs in their respective communities, is another government intervention. However, findings of the EOC audits revealed that funds have remained static since inception and the CBR programme only covers 26 districts. In addition, the Building and Control Act, 2013, which requires all public facilities to be constructed with responsiveness to the needs of persons with disabilities, is yet to be fully implemented by the respective stakeholders.

1.5.6 The Older Persons

The Constitution of the Republic of Uganda provides for the protection of older persons under National Objective VII which stipulates that “The State shall make reasonable provision for the welfare and maintenance of the older persons.” Further, the Local Governments Act Cap243 provides for representation of two older persons on the local councils. The concerns of older persons are reflected in the National Policy for Older Persons, which specifically targets impoverished older persons, older persons taking care of others, older widows and widowers, and incapacitated older persons.

According to the National Population and Housing Census of 2014, the older persons (60+) account for 1,433,305 (male 619,380; female 813,925) of the total population. Older persons in both rural and urban areas fall steadily into poverty as old age sets in. Many of the older persons in the rural areas depend on remittances from their children, relatives and neighbours given their constrained production capacity.

The National Social Protection Policy 2013 recognises the implementation of the district Social Assistance Grant for Empowerment (SAGE) programme which provides regular direct income support to some older persons and vulnerable households. To date, 55 districts are benefiting and the older persons receive a stipend of 25,000US\$.per month. The Ministry of Gender, Labour and Social Development has arrangements to roll out the SAGE programme to cover all districts in the country. Despite this, the majority of the older persons still face numerous life challenges. They face challenges in accessing health care services, and lack shelter, food, care, education and security. They are isolated, lonely, often experience community stereotyping and land grabbing.⁷ They live in extreme poverty; experience development-induced displacement, dependency, and are often burdened by taking care of a big number of orphans and vulnerable children, and live appalling living conditions. Access to pension for older persons is also still a challenge.

The Commission has focused its efforts on ensuring that all pension complaints are handled conclusively. So far, the EOC has registered over 200 complaints on pension and land. Social justice has been dispensed for over 50% of the complaints lodged on employment discrimination, the majority of which were specifically related to pension. In addition, the Commission will continue auditing and assessing all state and non-state programmes to ensure their responsiveness to the concerns of the older persons.

⁷ This is contrary to Article 26 of the Constitution of the Republic of Uganda 1995 (as amended).

1.5.7 Persons Living With HIV and AIDS

Human rights that are relevant to the context of HIV/AIDS are found in numerous international and regional covenants, conventions and declarations. Such rights relate to those people at risk of infection, people living with HIV/AIDS (PLHA) as well as those affected (including not only PLHA but also their extended family members and those in their household). No single human rights treaty specifically deals with HIV/AIDS and human rights; however, many contain provisions that are particularly relevant to the context of HIV/AIDS, thus obliging governments to consider these treaties in developing their HIV responses. Some of the binding instruments to which Uganda is a state party include the Universal Declaration of Human Rights, International Covenant on Economic, Social and Cultural Rights, the Convention on the Elimination of all Forms of Racial Discrimination, the Convention on the Rights of the Child and the Convention on all Forms of Discrimination against Women.

Uganda is still classified as a high burden country with a high number of persons living with HIV, which has continued to increase. This is a result of the continuing spread of HIV and increased longevity among persons living with HIV. The national projections based on spectrum estimates indicate an increasing number of people living with HIV; 1.4million in 2011 to 1.6M in 2013, and to 1,500,000 in 2014, and a high number of orphans due to AIDS of about one million(UNAIDS2015). However, there is a window of hope as evidenced by the reduction in the number of new infections among the adults over the last five years from 160,000 in 2010 to 140,000 in 2013 and to 95,000 in 2014. Similarly the new infections among the children reduced from 31,000 in 2010 to 15,000 in 2013 and to 5,200in 2014. Other remarkable improvements have been witnessed in the reduction of annual AIDS-related deaths from 67,000 to 63,000 in 2010 to 2013 respectively and to 31,000 in 2014.

The 2014 HIV estimates have shown a further reduction in AIDS-related deaths to about 31,000. It should be noted that the estimates are lower mainly because the 2014 national population census came out with an 8% population lower than previously projected by UBOS and UNPD. There are still marked variations in the prevalence rate by social dynamics and geographical areas. The AIS indicated high HIV prevalence up to 10.6% in the Central region and the lowest in Mid-Eastern at 4.1%, a difference of 6%. The two rounds of AIDS Indicator Survey show that HIV prevalence in the general population in Uganda increased from 6.4% in 2004/5 to 7.3% by 2011, and this tallies with the 2013 HIV estimates which show that HIV prevalence stabilised around 7.4% in 2012/2013. This, however, undermines the fact that the country that was well known for earlier interventions that drastically reduced the prevalence in the earlier years of the epidemic is seeing a reversal. However, the stagnation of HIV prevalence could be partly due to the high coverage of the ART programme where the number of PLHIV

enrolled on ART increased from about 330,000 in 2011 to about 750,896 in 2014 and the reduction in AIDS-related deaths from 67,000 to 63,000 in 2010 and 2013 respectively.

1.5.8 Ethnic Minorities

The overall legal framework for ethnic minorities is derived from the Constitution of the Republic Uganda 1995 (as amended), the Equal Opportunities Commission Act 2007, international and regional conventions, treaties, protocols and declarations to which Uganda is party that relate to or are relevant to the protection of ethnic minorities socially, politically, economically and environmentally.

Of these 75 “indigenous communities”, 25 are small ethnic groups, with fewer than 47,700 people, according to the latest available census figures. They collectively represent 1.4% of the national population. There are nine other minority groups with up to 100,000 people each. Numbers alone, however, do not adequately define an “ethnic minority” group. No definite answer exists, in part because it depends on who defines a minority. Nevertheless, ethnic minorities share a number of common characteristics: being a non-dominant group (often dominated by majority attitudes and practices), with common ethnic, religious, socio-economic or linguistic characteristics which are distinct from those of the majority population.

These characteristics often single them out as marginalised groups, frequently living in a remote geographical location, in small communities, poorer than the average population, with limited political representation and lacking access to basic social services. Although there have been some efforts by NGOs and government to promote their welfare and to recognise their social and economic rights, ethnic minorities generally suffer from an unequal distribution of national resources. Many have lost land and other means to survive, due to civil strife or to government policies on forest and wildlife conservation, while very limited alternatives have been provided.

In the various engagements, the ethnic minorities in Uganda have raised their concern on five key issues that need to be addressed and these are:

- i. Identity and recognition – The Ethnic minorities are concerned about the negative attitudes and stereotypes that affect ethnic minorities and their right to express their culture.
- ii. The need for comprehensive protection of education and language as a major requirement for cultural preservation and identity.
- iii. It has been noted that safeguarding the cultural heritage in the face of the changing modes of life, cultural knowledge, skills, beliefs, values and ways of life that reflect positive aspects of the rich and diverse heritage of some ethnic minority groups is at risk.
- iv. Political representation – In part because of their small population, limited exposure and relatively low levels of education, ethnic minorities suffer from limited political representation, especially at district and national levels – a situation that requires urgent affirmative action.

- v. Access to land as a cultural resource – Ethnic minorities have frequently been evicted and displaced from their ancestral land, resulting in grave loss of their tangible and intangible heritage linked to physical spaces. This must be corrected in a respectful, just and consistent way.

The above issues relate to the petition submitted by the Batwa to the Equal Opportunities Commission on the difficulties they face in accessing services and enjoying their cultural rights. The Commission has had interface on the petition to find the way forward. The photo below presents the Batwa enjoying their traditional dance.

Picture 1.1: Batwa enjoying their traditional dance



It is important to note that the Ik people have their first Member of Parliament in the 10th Ugandan Parliament in 2016. The Ik people live in the mountains that make up Morungole, which is on the border with Kenya and in the Kidepo Valley Park region of northeastern Uganda. The Ik people are a small tribe in number.

Table 1.1 below presents the percentage share of ethnic minorities against the total population.

Table 1.1: Percentage Share of Ethnic Minorities against the Total Population

No	Ethnic Group	Male	Female	Population	%
1	Vonoma	1,235	1,378	2,613	0.01%
2	Mening	1,264	1,391	2,655	0.01%
3	Mvuba	1,391	1,488	2,879	0.01%
4	Bahehe	1,996	2,027	4,023	0.01%
5	Ngikutio	2,757	2,972	5,729	0.02%
6	Batwa	3,022	3,178	6200	0.02%
7	Leri	4,238	4,119	8,357	0.02%
8	Nyangia	4,751	4,883	9,634	0.03%
9	Banyabutumbi	4,972	5,141	10,113	0.03%
10	Shana	5,240	5,595	10,835	0.03%
11	Gimara	5,547	5,635	11,182	0.03%
12	Ik (Teuso)	6,845	7,094	13,939	0.04%
13	Basongora	7,960	7,937	15,897	0.05%
14	Banyabindi	8,352	7,979	16,331	0.05%
15	Aliba	9,101	9,195	18,296	0.05%
16	Lendu	9,693	9,226	18,919	0.06%
17	So (Tepeth)	11,041	12,381	23,422	0.07%
18	Napore	12,337	13,080	25,417	0.07%
19	Nubi	14,181	14,591	28,772	0.08%
20	Chope	17,202	17,125	34,327	0.10%
21	Batuku	17,378	17,972	35,350	0.10%
22	Babukusu	18,484	18,633	37,117	0.11%
23	Baamba	20,923	21,636	42,559	0.12%
24	Kuku	22,103	24,394	46,497	0.14%
25	Banyala	24,005	23,694	47,699	0.14%
	Total	236,018	242,744	478,762	1.40%

Source: UBOS 2014

According to the Uganda National Housing and Population Census 2014, conducted by the Uganda Bureau of Statistics, there are 75 ethnic groups in Uganda that make a total population of 34,142,417 (male 16,595,014; female 17,547,403). Of the total ethnic groups, 25 registered a population below 47,700 (1.4% of the total population). These include the Vonoma, Mening, Mvuba, Bahehe, Ngikutio, Batwa, Leri, Nyangia, Banyabutumbi, Shana, Gimara, Ik (Teuso), Basongora, Banyabindi, Aliba, Lendu, So (Tepeth), Napore, Nubi, Chope, Batuku, Babukusu, Baamba, Kuku and Banyala.

CHAPTER TWO

ANNUAL PERFORMANCE AND ACHIEVEMENTS OF THE EQUAL OPPORTUNITIES COMMISSION FY 2015/2016

2.0 Introduction

On 8 July 2016, the EOC made six years since its inauguration (8 July 2010). The Commission has since registered a number of achievements with reference to the key policy and legal frameworks that guide the implementation of its mandate. These, among others, include the National Equal Opportunities Policy (2006), the NDP I & II, the Social Sector Development Investment Plan, the NRM Manifesto 2011, the Millennium Development Goals (MDGs) and the recently adopted Sustainable Development Goals.

These frameworks informed the development of the Equal Opportunities Commission Five-Year Strategic Plan 2013-2018. The Commission's Strategic Plan embodies and provides a blueprint of the Commission's strategic priorities over the medium term and these include:

- a) Enhancement of access to equitable justice in respect of discrimination and marginalisation to empower marginalised and vulnerable groups for their increased participation in all development processes;
- b) Empowerment of marginalised and vulnerable groups for their increased participation in the development process;
- c) Capacity-building of both state and non-state actors to provide quality services in compliance with equal opportunities; and
- d) Fostering awareness and acceptance of equal opportunities through education and information programmes.

This chapter presents the Commission's performance and achievements for the period 2015/2016. It highlights the funding and the status of the Commission's undertakings. The Commission's undertakings are categorised into three parts:

- (i) The key minimum deliverables as per the appointment of the New Commission by His Excellency Yoweri Kaguta Museveni, President of the Republic of Uganda.
- (ii) Actions to undertake in the first 100 days of the New Commission. In a concerted effort to implement the mandate of the Commission as a New Commission directed to serve for the period 2015/2016-2020/2021, commitment was for eight outputs to be achieved in the first 100 days in office effective 10 March 2016.
- (iii) Actions agreed upon by Commission resolutions.

2.1 Financial Budget of the Equal Opportunities Commission

The Equal Opportunities Commission receives funding to implement its mandate from the Government of Uganda Consolidated Fund as well as the development partners. Table 2.1 below presents the Commission's budget distribution by major expenditure categories for FY 2011/2012-2015-2016.

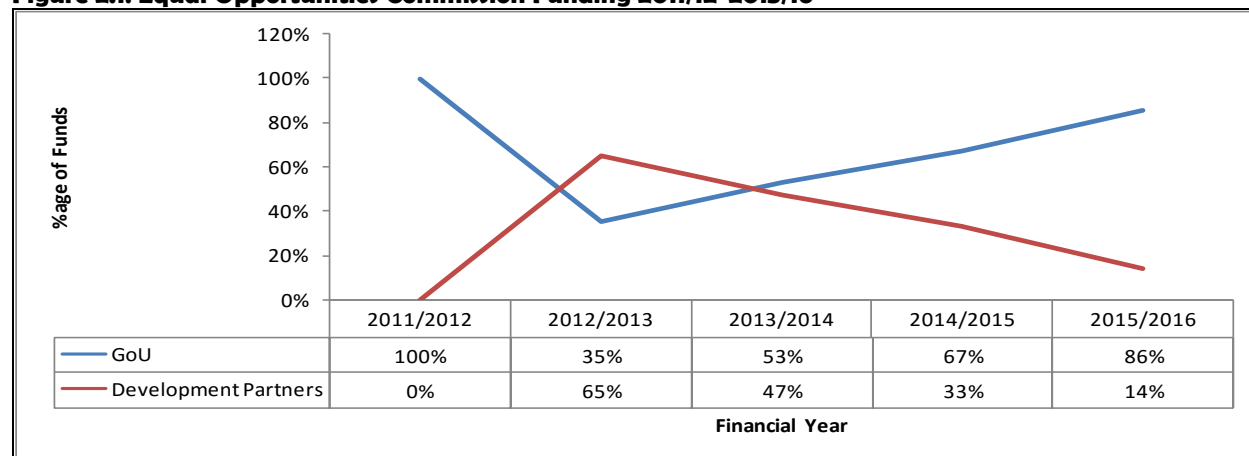
Table 2.1: Budget Allocation for the Equal Opportunities Commission (2011/2012-2015/2016)

Budget Category	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Wage	316,237,104	316,237,104	453,018,000	1,517,150,992	2,517,150,992
Non-Wage	283,762,896	283,762,896	1,000,000,000	1,380,000,000	1,380,000,000
Development	-	-	300,000,000	416,672,400	362,500,000
Contract Gratuity	0	0	0	0	846,827,874
Total Excl Donor Funding	600,000,000	600,000,000	1,753,018,000	3,313,823,392	5,106,478,866
Development Partners	-	1,138,464,885	1,573,464,885	1,645,127,604	799,753,884
Grand Total	600,000,000	1,738,464,885	3,326,482,885	4,958,950,996	5,906,232,750

Source: EOC 2015/2016

The Equal Opportunities Commission budget has been improving over time. In FY 2011/2012, the Commission was allocated USh.0.6bn as a subvention under the MoGLSD against the Certificate of Financial Implication of USh.3.5bn. Apparently, the budget has improved to the tune of USh.5.9 billion (FY 2015/2016) against the Five-Year Strategic Plan which requires USh.12bn annually. Figure 2.1 below presents the %age distribution of funding sources to the Equal Opportunities Commission since 2011/2012.

Figure 2.1: Equal Opportunities Commission Funding 2011/12-2015/16



Source: EOC 2015/2016

The Commission receives funding from both the Government of Uganda and development partners. With the exception of FY 2012/2013, the Government of Uganda

funding has constituted a bigger share compared to funding from the development Partners.

2.1.1 Overall Recurrent and Development Budget Performance

The budget performance with respect to releases for FY 2014/15 and FY 2015/16 for both Recurrent Budget and Development Budget is presented in Table 2.2.

Table 2.2: Recurrent and Development Budget Performance FY 2014/15 and 2015/16

FY	Budget Item	Annual Budget	Q1 Release	Q2 Release	Q3 Release	Q4 Release	Cumulative Total	Variance/ Funding Gap
2014/2015	Wage	1,517,150,992	343,545,864	547,514,400	445,000,000	180,556,195	1,516,616,459	534,533
	Non-Wage	1,380,000,000	345,000,000	345,000,000	261,229,954	428,770,046	1,380,000,000	0
	Devt	416,672,400	75,000,000	133,336,200	122,057,015	86,279,874	416,672,400	0
	Total	3,313,823,392	763,545,864	1,025,850,600	828,286,669	695,606,115	3,313,288,859	534,533
2015/2016	Wage	3,363,978,866	629,287,748	629,287,748	735,160,748	946,848,167	2,940,584,411	423,394,455
	Non-Wage	1,380,000,000	276,000,000	32,067,425	535,966,288	535,966,288	1,380,000,000	0
	Devt	362,500,000	60,302,892	65,000,000	185,000,000	52,197,108	362,500,000	0
	Total	5,106,478,866	965,590,640	726,355,173	1,456,127,036	1,536,011,563	4,683,084,412	423,394,455

Source: EOC 2015/2016

2.2 Major Achievements

The sub-sections hereunder present the Commission's achievements for the period 2015/2016. It highlights the Commission's performance on the various categories of undertakings, namely:

- i. The key minimum deliverables as per the appointment of the New Commission by His Excellency Yoweri Kaguta Museveni, President of the Republic of Uganda
- ii. Actions to undertake in the first 100 days of the New Commission. In a concerted effort to implement the mandate of the Commission as a New Commission directed to serve for the period 2015/2016-2020/2021, commitment was for eight outputs to be achieved in the first 100 days in office effective 10 March 2016.
- iii. Actions agreed upon by Commission resolutions.

2.2.1 EOC Undertakings on Redressing Imbalances and Promoting Equal Opportunities for All.

S/N	Undertaking	Status of undertaking	Rating	Remarks
Progress Registered on the Key Minimum Deliverables as per the Appointment of the New Commission by His Excellency Yoweri Kaguta Museveni, President of the Republic of Uganda				
i.	Compilation and presentation of the statutory Annual Report on the state of equal opportunities in the country without fail	<p>It is now six months since the New Commission assumed office. Within the last six months, the Commission has been able to compile a Report on the state of equal opportunities in Uganda covering the period FY 2015/2016.</p> <p>This Report is the third in series and it is under the theme: "Mainstreaming equal opportunities to enhance sustainable inclusive economic growth and development".</p>	Met	The Report is structured in two parts. Part I of the Report highlights the Performance of the Commission for Financial Year 2015/2016 while Part II presents the status of equal opportunities in Uganda covering Financial Year 2015/2016
ii.	Enforcement of compliance on equal opportunities and affirmative action as per the laws of Uganda including prosecution of those in violation. At a minimum, 100 cases on annual basis	In the last six months, the New Commission has held tribunal hearings in Bushenyi, Masaka, Mayuge, Hoima, Wakiso and Kampala	On Track	<p>During the hearings, a total of 43 complaints were concluded, i.e. 11 in Bushenyi, five in Masaka, five in Mayuge, 13 in Hoima and nine in Wakiso district</p> <p>The Commission will be covering the rest of the country subsequently</p>
iii.	Undertaking sector audits and other related audits in civil society organisations (CSO), faith-based organisations, businesses/private sector and cultural	<p>The Commission assessed 16 Sectoral Budget Framework Papers (BFPs) for Gender and Equity (G & E) compliance in line with the Public Finance Management Act (PFMA), 2015</p> <p>In addition, the Commission undertook assessment of 135 Ministerial Policy Statements for</p>	On Track	<p>Fourteen of the sectors assessed demonstrated compliance (scored at least 40%) while two sectors were found to be non-compliant</p> <p>Following the first</p>

S/N	Undertaking	Status of undertaking	Rating	Remarks
	institutions. At a minimum, 50 audits every year	<p>FY 2016/2017</p> <p>Development Plans, Budget Framework Papers, Budget Performance Contracts of Chief Administrative Officers in 15 Local Governments have been audited</p> <p>Lastly, the Commission conducted a joint audit exercise on Compliance with accessibility standards for five public facilities, namely Kiruddu Health Centre IV, High Court, Parliament of the Republic of Uganda and Centenary Bank</p>		<p>assessment for MPSs, the national average compliance level with gender and equity requirements was 43%. Thereafter MDAs that had not achieved the minimum score of 40% were given guidance on how to address G&E concerns in their Ministerial Policy Statements and requested to resubmit their MPSs for assessment. Hence this improved the national average compliance level to 53%</p> <p>The Commission will undertake the remaining audits within the next three months</p>
iv.	Tracking resources and programme utilisation and value for money on at least 10 major government programmes in as far as how the vulnerable groups accessed them, with a view to prosecuting and holding those involved	In the last six months, two government programmes have been audited. These include the Operation Wealth Creation Programme and the UPE programme focusing on disparities in PLE performance	On Track	The Commission has programmed to undertake more programme audits in the next six months

S/N	Undertaking	Status of undertaking	Rating	Remarks
	effectively accountable. At a minimum, 10 programmes per year			
v.	Ensuring, without fail, the operation of the Commission's Tribunal in dispensing justice for vulnerable groups. At a minimum, sitting of twice per quarter	The Commission Tribunal is fully operational. In the last six months, five tribunal hearings have been conducted in Kampala, Bushenyi, Masaka, Mayuge, Hoima and Wakiso	On Track	During the hearings a total of 43 complaints were concluded, i.e. 11 in Bushenyi, five in Masaka, five in Mayuge, 13 in Hoima and nine in Wakiso district The Commission will be covering the rest of the country subsequently
Status on the Commitments made by the New Commission in the First 100 days of work				
i.	Launching the toll-free helpline and revamping the EOC website	The EOC toll-free helpline was officially launched on 10 March 2016. The EOC website has been revamped	Met	A dial to toll-free number 0800100440 enables victims to receive instant information and advice from the Equal Opportunities Commission on any matter within our mandate
ii.	Producing monthly press statements and articles	Monthly press statements and articles have been produced	Met	These have played a key role in enhancing the visibility of the Commission
iii.	Hold Tribunal sessions starting with pending petitions from interest groups and bringing to the attention of responsible ministries	Over 80% of the complaints found pending have been handled conclusively	Met	
iv.	Auditing buildings for physical	The Commission conducted a	Met	The Report is

S/N	Undertaking	Status of undertaking	Rating	Remarks
	accessibility using the Physical Accessibility Guidelines developed by Uganda National Action on Physical Disability (UNAPD) and adopted by government	joint audit exercise on Compliance with accessibility standards for five public facilities, namely Kiruddu Health Centre IV, the High Court, Kampala Capital City Authority, Parliament of the Republic of Uganda and Centenary Bank		available and it will be officially disseminated before end of August 2016
v.	Reviewing recommendations of the two Annual Reports on the State of equal opportunities and on ethnic minorities	The recommendations of the two Annual Reports on the state of equal opportunities and on ethnic minorities have been reviewed	Met	The Commission will make arrangements for dialogue with the responsible MDAs/LGs
vi.	Branding of the Commission	The Commission has been re-branded with a new logo	Met	
vii.	Disseminating and holding a press conference on the Assessment Report on Responsiveness of Ministerial Policy Statements to gender and equity requirements for the FY 2016/2017	The press conference was held	Met	The press conference gave a highlight of the overall compliance of the 135 MDAs with concerns of gender and equity
Progress on actions agreed upon by Commission resolutions				
i.	Advocating the inclusion of the gender and equity compliance for all sectors, MDAs and LGs in the Public Finance Management Act	At the time the EOC was established, efforts to advocate the Gender and Equity (G & E) Certificate were already underway. Upon coming into place, the EOC became party to this effort which at the time was led by Forum for Women in Development (FOWODE and CSBAG). The EOC, armed with its mandate and supported by UWOPA and FOWODE, critically	Met	It is important to note that the MoFPED proposed to repeal section 13 (15) (g) of the PFMA, 2015 which requires a certificate to be issued by the Minister responsible for Finance in consultation with the Equal Opportunities Commission:

S/N	Undertaking	Status of undertaking	Rating	Remarks
		justified the issuance of the G & E Certificate on the basis of provisions of the Constitution of the Republic of Uganda, the Manifesto of the Government and the Millennium Development Goals. Consequently, it was found necessary to incorporate the Gender and Equity Certificate as an essential part of The Public Finance Management Act, 2015		<p>(i) certifying that the policy statement is gender- and equity-responsive; and</p> <p>(ii) Specifying measures taken to equalise opportunities for men, women, persons with disabilities and other marginalised groups. With support from Parliament and CSOs, the section was stayed</p> <p>Sadly, the Commission remains constrained with lack of funding to implement the provisions that relate to gender and equity in the Public Finance Management Act, 2015</p>
ii.	Rolling out the assessment of Sectoral BFPs, Budgets and Ministerial Policy Statements for compliance with gender and equity	Ever since the PFMA was passed, the Commission has assessed two sets of Budget Framework Papers (2015/2016 and 2016/2017), one set of Ministerial Policy Statements (2016/2017 and two sets of 15 District Local Government BFPs	Met	Among others, the Commission has plans to roll out the assessments further to Local Government BFPs, performance contracts, district budgets, sector and Local Government Development Plans as well as to monitor and evaluate all

S/N	Undertaking	Status of undertaking	Rating	Remarks
				government programmes for compliance with gender and equity requirements
iii.	Building partnerships with various MDAs, CSOs, the private sector, cultural institutions and religious institutions to enhance delivery of services	<p>The Commission has expanded its partnership with MDAs such as UBOS, NPA, OPM and others</p> <p>In addition, the UN Human Rights has been attracted to work with the EOC in a concerted effort to eliminate discrimination and marginalisation</p>	Met	Other partnerships are being initiated
iv.	Collaborating with the Ministry of Gender, Labour and Social Development to review the National Equal Opportunities Policy and the National Action Plan on Equal Opportunities and Affirmative Action	The Ministry of Gender, Labour and Social Development has initiated the process to which the Equal Opportunities Commission is among other key stakeholders	On Track	
v	Advocating the establishment of the non-discriminative law	The Commission has initiated consultations on how best to realise this undertaking	On Track	The non-discrimination law will consolidate all the existing laws on non-discrimination
vii	Mobilising resources to implement the EOC mandate	The Commission has attracted funding from DGF, GIZ and UN Human Rights	Met	There is need for continued mobilisation of resources

2.2.2 EOC Achievements with Respect to the Four Areas of Focus

The Commission realised a number of achievements as a result of several interventions made in eliminating discrimination and inequalities against individuals or groups of persons. During the period under review, the Commission focused on four major areas, namely:

- i. Enhancing access to equitable social justice in matters of discrimination and marginalisation.
- ii. Strengthening compliance with equal opportunities and affirmative action among state and non-state actors.
- iii. Promoting public awareness and conducting sensitisation on equal opportunities and affirmative action.
- iv. Strengthening the Institutional capacity of the Commission to implement its mandate.

2.2.2.1 Enhanced access to equitable social justice in matters of discrimination and marginalisation

The Commission registered, assessed and investigated complaints arising from marginalisation and discrimination in order to enhance access to social justice. Access to social justice is critical for the promotion of equal opportunities. However, discrimination, marginalisation and violation of the rights among marginalised groups remain persistent. Table 2.3 below presents complaints registered by the Commission during the period under review.

Table 1.3: Complaints Received by Region and Gender (2015/2016)

Region	Districts	Female	Male	Total
Central	Kampala, Mukono, Luweero, Mubende, Mityana , Buvuma , Buikwe, Masaka, Kalungu, Lwengo, Rakai, Lyatonde, Wakiso, Entebbe	67	94	161
Western	Bushenyi, Mitooma, Sheema, Rubirizi, Kisoro, Kabale, Hoima, Buliisa, Kiryadongo	31	61	92
Northern	Amuru, Gulu, Nwoya, Pader, Nebbi, Yumbe, Zombo, Yumbe	14	10	24
Eastern	Mayuge, Jinja, Iganga, Kamuli	9	34	43
Total		121	199	320

Source: EOC 2015/2016

The highest number of complaints was received from the Central region (50.3%) and this is attributed to its proximity, followed by the Western and Eastern regions with 28.8% and 13.4% respectively. The Northern region had the least number of complaints with a share of 7.5%.

Over the years, the number of complaints lodged has been increasing for both male and female clients. The increase is attributed to the Commission's countrywide sensitisation programmes on equal opportunities and affirmative action, among others. During the period under review (2015/2016), a total of 320 complaints were lodged, out of which 121 complaints (38 %) were lodged by female clients as compared to 199 complaints (62 %) lodged by males.

2.2.2.2 Nature of complaints by rights violated

The rights violated ranged from discrimination and marginalisation based on age, sex, tribe, land ownership, employment, and political opinion. Table 2.4 below shows the distribution of complaints lodged by right violated.

Table 2.4: Nature / Category of Complaints Received

No.	Nature of Complaint	No. of Complaints	Females	Males	(%) Female	(%) Male	Total (%)
1.	Land	121	49	72	40	60	100
2.	Employment	52	11	41	21	79	100
3.	Pension	40	9	31	22.5	77.5	100
4.	Minorities	1	0	1	0	100	100
5.	Property	75	49	26	65	35	100
6.	Education	3	3	0	100	0	100
7.	Religion	11	6	5	55	45	100
8.	Clean & Healthy Environment	13	9	4	69	31	100
9.	Political Participation	4	1	3	25	75	100
10.	Total	320	137	183	43	57	100

Source: EOC 2015/2016

Findings revealed that the majority of the Ugandans are subjected to discrimination and marginalisation when it comes to land/property ownership and employment benefits. These two aspects recorded the highest number of complaints for all the years. From the table, it is noted that most of the complaints (121 or 38%) related to landholding rights, reported mostly by females (60%), followed by complaints related to property rights at 23% also reported mostly by females (65%). On a positive note, the proportion of complaints relating to pension has been reducing over time. This could be attributed to the decentralisation of the payment process.

2.2.2.3 Complaints lodged by region (2015/2016)

The Commission receives complaints that relate to discrimination and marginalisation from various parts of the country. Table 2.5 below shows the distribution of complaints registered with respect to regions.

Table 2.5: Nature of Complaints by Region FY 2015/2016

Region	District	Nature of complaint	Number of complaints	Female	Male	Total
Western	Bushenyi, Mitooma, Sheema, Rubiziri, Kabale, Kisoro, Hoima, Buliisa, Kiryandongo	Land	39	23	16	39
		Employment	10	1	9	10
		Pension	20	3	17	20
		Property	16	9	7	16
		Religion	7	0	7	7
Central	Kampala, Mukono, Buikwe, Kayunga, Mubende, mityana, Buvuma, Wakiso, Entebbe, Masaka	Land	71	35	36	71
		Employment	32	13	19	32
		Pension	15	3	12	15
		Property	34	12	22	34
		Education	3	1	2	3
		Religion	6	1	5	6
Northern	Amuru, Nwoya, Gulu, Pader, Nebbi, Zombo, Yumbe	Land	8	5	3	8
		Employment	3	1	2	3
		Pension	1	1	0	1
		Property	12	7	5	12
Eastern	Mayuge, Jinja, Iganga, Kamuli	Land	24	14	10	24
		Employment	5	0	5	5
		Property	13	4	9	13
		Religion	1	1	0	1
Total				121	199	320

Source: EOC 2015/2016

At regional level, the Central region lodged more complaints for all the three successive years, followed by the Western region. The Eastern and Northern regions lodged the least %age of complaints. Out of the 320 complaints lodged with the Commission in FY 2015/2016, 50% were from the Central region. The Western region ranked second with a share of 29% while the Eastern region ranked third with 13% share of the total complaints. The Northern region registered the least share of 8%. With reference made to the ongoing countrywide sensitisation, it is hoped that more complaints will be registered country wide.

2.2.2.4 Complaints Investigations

Upon receipt of the complaints, the Commission's Legal Services and Investigations Department assesses them to determine their admissibility. The complaints that are admissible are subjected to investigation. The complaints that are found to be inadmissible to the Commission may be referred to other relevant institutions or rejected if found with no merit. In some cases, some complaints are registered and quickly

resolved by mediation through engaging the parties involved (complainant and respondent).

2.2.2.5 Pre-tribunal visits and district consultative meetings

Under the EOC's complaints handling procedures, it is mandatory that before a tribunal session is held, the Commission commences with a pre-tribunal visit to consult with the complainants, the District Local Government (DLG) and Lower Local Government (LLG) officials, assess the complaints lodged, as well as meet and interview prospective witnesses, verify documents and prepare complainants for a tribunal hearing. The objectives of the pre-tribunal visits/consultative meetings are, inter alia:

- a) To expedite the disposition of complaints and to enable the sieving of evidence and witnesses before the actual tribunal hearings.
- b) To facilitate settlement of the complaints by the parties where arbitration is advised.
- c) To improve the quality of the tribunal hearings through adequate preparation of the parties, documents and witnesses.
- d) To enable full disclosure, share the documents and disclose the witnesses the parties intend to rely on.
- e) To obtain facts and verify documents.
- f) To educate complainants about tribunal procedures.

In the reporting period, the EOC organised pre-tribunal visits/district consultative meetings in Masaka, Mayuge, Hoima, Wakiso, Entebbe and Kampala, among other districts. The meetings were well attended by Local Government technical officers and political leaders, cultural and opinion leaders, security agents and the general public. The pictures below present the engagements by the Commission during pre-tribunal sessions and tribunal hearings respectively in the various districts:

Picture 2.1: Engagement of Complainants and Respondents by the Commission in Mayuge District



Complainants, respondents and witnesses being taken through the rules and regulations of the pre-tribunal in Mayuge district by the Legal Services and Investigations Department of the Equal Opportunities Commission.

2.2.2.6 Tribunal hearings

Six Tribunal sessions were held in Bushenyi, Wakiso, Hoima, Masaka, Kampala and Mayuge. The tribunal hearings were affected by the delay in appointing the new Commission Members and the long electoral season of presidential and parliamentary elections which put most of the activities related to complaints management on a temporary halt. Table 2.6 below shows the district clusters used for the tribunal hearings.

Table 2.6: District Clusters for Tribunal Hearings

Region	Districts
Central region	Kampala, Mukono, Luweero, Mubende, Mityana , Buvuma , Buikwe, Masaka, Kalungu, Lwengo, Rakai, Lyatonde, Wakiso, Entebbe
Western	Bushenyi, Mitooma, Sheema, Rubirizi, Kisoro, Kabale, Hoima, Buliisa, Kiryandongo
Northern	Amuru, Gulu, Nwoya , Pader, Nebbi, Yumbe, Zombo, Yumbe
Eastern	Mayuge, Jinja, Iganga, Kamuli

Source: EOC 2015/2016

It should be noted that in order to mitigate costs and rationalise time, the districts where the hearings took place served as regional stations, for handling complaints from other neighbouring districts. The picture below shows the Commission members handling complaints during the tribunal hearing in Bushenyi district from 23 to 27 May 2016.

The picture 2.2: Tribunal Hearing in Bushenyi District, 23 to 27 May 2016



The Commission Members handling Complaints during Tribunal hearing in Bushenyi District from 23rd to 27th May 2016

For some complaints, especially those related to land, the tribunal had to make locus visits in order to gather ground facts and make more informed decisions on the complaints. The picture below shows a complainant in Sheema district, Katoma parish explaining her complaint in detail to the Chairperson of the Commission. The complaint was on land.

The picture 2.3: A complainant Explains in Detail to the Chairperson of the Commission



The Chairperson, Ms Sylvia Muwebwa Ntambi (holding files) meeting the complainant and respondents at the locus in Masheruka, Sheema district during a mediation process.

The members of the Commission also conducted Tribunal hearings in Wakiso district as demonstrated in the picture below.

Picture 2.4: Tribunal Hearings in Wakiso District



The members of the Commission during Tribunal Session at Wakiso district. Middle is the chairperson Mrs Sylvia Muwebwa Ntambi, on her right is vice chairperson - Mr. Dennis Nduhura, extreme right is member Joel Cox Ojuko and on her left is Member Zaminah Malole and member Wafula Sirabo Patrobas on extreme left.

2.2.2.7 Status of complaints registered by the Commission for the period 2015/2016

There are various processes to which complaints lodged by complainants are subjected by the Commission. The Commission, through its quasi-judicial mechanisms, assesses and investigates complaints prior to adjudication by the Alternative Dispute Resolution (ADR) or tribunal hearings. Table 2.7 below presents the status of complaints registered by the Commission during the period 2015/2016.

Table 2.7: Status of Complaints Registered by the Commission for the Period 2015/2016

S/N	Status		Male	Female	Total
1.	Concluded	ADR	30	21	51
		Referral	20	18	38
		Tribunal hearing	11	29	40
	Total Concluded		61	68	129
2.	Under investigation		138	53	191
3.	Total no. of complaints		199	121	320

Source: EOC 2015/2016

Under the reporting period the Commission received 320 complaints, of which 121 (39%) were female while 199 (61%) were male. The total number of concluded complaints were 129 (40%) of which 68 were female and 61 were male.

2.2.3 Strengthening of compliance with equal opportunities and affirmative action among state and non-state actors

This was carried out through various activities including the audit of state and non-state institutions with respect to compliance with equal opportunities and affirmative action; conducting research studies and making appropriate recommendations on equal opportunities as well as assessment of Budget Framework Papers and Ministerial Policy Statements for compliance with gender and equity requirements. These efforts were aimed at enhancing access to services in favour of marginalised persons/groups and promoting inclusive growth and development.

2.2.3.1 Auditing state institutions on compliance with EOs

The Commission conducted audit exercises on Compliance with equal opportunities in the delivery of health services, education services, Operation Wealth Creation programme and the recruitment of local government workers in the districts of Hoima, Buliisa, Nakapiripirit, Kalangala, Pader, Mityana, Sembabule, Kiruhura, Kamwenge, Kasese and Isingiro. On-spot backstopping was also provided on mainstreaming of equal opportunities in service delivery in government programmes, state institutions and local governments.

2.2.3.2 Conducted research studies on EOs

These included studies on PLE performance disparities between regions and districts for the year 2015, and the involvement of marginalised groups in decision-making processes. A comprehensive salary disparity survey is ongoing. Appropriate recommendations on mainstreaming equal opportunities and affirmative action were made for subsequent follow-up and implementation by different stakeholders.

2.2.3.3 Assessed BFPs and MPs for compliance with gender and equity concerns

The Commission assessed 16 Sectoral Budget Framework Papers (BFPs) for gender and equity (G & E) compliance in line with the Public Finance Management Act (PFMA), 2015. Fourteen of the sectors assessed demonstrated compliance (scored at least 40%) while two sectors were found to be non-compliant.

In addition, the Commission undertook assessment of 135 Ministerial Policy Statements for FY 2016/2017. Following the first assessment, the national average compliance level with gender and equity requirements was 43%. Thereafter the MDAs that had not achieved the minimum score of 40% were given guidance on how to address G&E concerns in their Ministerial Policy Statements and requested to resubmit their MPS for assessment. Hence this improved the national average compliance level to 53%.

2.2.3.4 Compilation of the Annual Reports on state of equal opportunities

The Commission prepared the second and third Annual Reports on the State of Equal Opportunities in Uganda covering the period 2014/2015 and 2015/2016 for submission to Parliament. The 2015/2016 Report combines information on EOC annual performance, the status of ratification and implementation of international instruments that relate to non-discrimination and equal opportunities, the state of equal opportunities in planning and budgeting and in the sectors of governance, education, employment and environment.

On the other hand, the 2014/2015 Report highlighted the performance of the Commission and the state of equal opportunities in Uganda focusing on four thematic areas in relation to the EOC Five-Year Strategic Plan (2013/2014-2017/2018). These were: education, health, employment, and governance. It examined the extent to which Uganda has progressed towards having the same treatment or consideration in the enjoyment of rights and freedoms, the attainment of access to social services in the four thematic areas regardless of sex, age, race, colour, ethnic origin, tribe, birth, creed, religion, health status, social or economic standing, political opinion or disability. The picture below shows the launch of the Annual Report covering the period 2015.

Picture 2.5: Launch of the Annual Report on the State of Equal Opportunities in Uganda covering the period 2014/2015



Dr Peter Blomeyer, the Ambassador of Germany to Uganda, launching the Annual Report on the State of Equal Opportunities in Uganda for the period 2014/2015 as Secretary to the Commission, former Chairperson Mrs Rita Matovu Sylvia, the late member Erina Baingana and member Zaminah Malole look on.

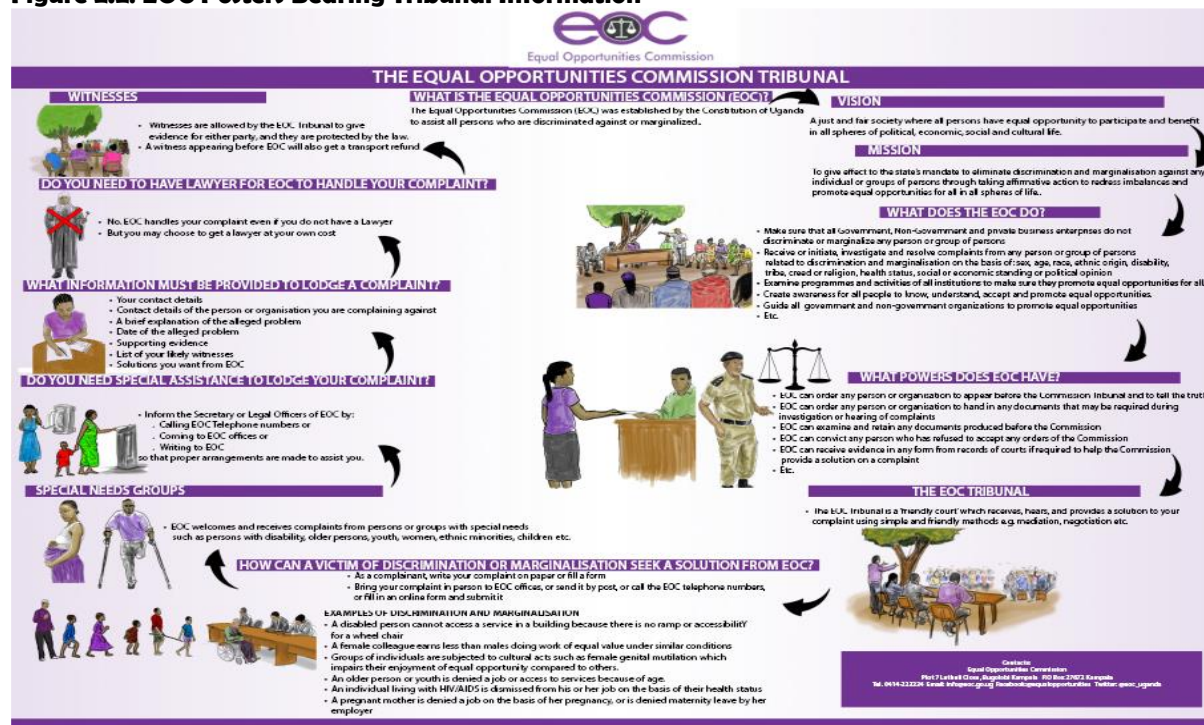
2.2.4 Promoted Public Awareness and Conducted Sensitisation on Equal Opportunities and Affirmative Action

The Commission used various approaches in awareness creation on equal opportunities and affirmative action focusing on the vulnerable groups. This was undertaken through intensive media campaigns, development and dissemination of IEC materials, sensitisation and training of various stakeholders at district, regional and national levels in both the public and private sectors as well as holding public dialogues (through using different tools such as electronic and print media) on equal opportunities and affirmative action and the gender and equity requirements in the PFMA, 2015.

2.2.4.1 Development and dissemination of IEC materials

The Commission developed and disseminated various categories of IEC materials on understanding of equal opportunities for all and taking affirmative action to redress imbalances. These include: EOC's Frequently Asked Questions (FAQs), EOC Brochures, EOC Act 2007, Tribunal Information Posters, handouts on various thematic issues including the reinforced G&E mandate of the Commission as provided for in the Public Finance Management Act (PFMA), 2015. These were disseminated to various stakeholders. Figure 2.6 below shows one of the posters bearing tribunal information.

Figure 2.2: EOC Posters Bearing Tribunal Information



been undertaken as explained in section 2.2.1 above (EOC Undertakings on Redressing Imbalances and Promoting Equal Opportunities for All).

2.2.4.2 Sensitised and Trained Stakeholders in the Public and Private Sector

During the reporting period, the Commission held five public dialogues with the Higher Local Governments of Luwero, Mpigi, Zombo, Ngora and Soroti to sensitise them on issues of Equal Opportunities. 56 Lower Local Governments were sensitised. The districts were represented as follows: 41 CDOs, 40 SAS/SCCs, 35 LC III Chairpersons, 32 district executives, and 41 from District technical planning committee (DTPC). Other districts were reached through sensitisation workshops; and these included; Kiboga, Lwengo, Kalangala, Luwero in Central; Luuka in the East; Oyam and Pader in the North; Nakapiripirit in the Northeast; Buliisa in the West; Nebbi and Yumbe in West Nile.

The Commission held one regional sensitisation workshop for Civil Society Organisations (CSOs), traditional leaders and religious leaders in Teso sub-region which attracted 53 major stakeholders operating in the eight districts of Bukedea, Kumi, Ngora, Serere, Kaberamaido, Amuria, Katakwi and Soroti. The picture below shows some of the awareness creation training sessions.

Picture 2.7: Some of the awareness creation training sessions conducted by the Commission



Equal Opportunities Commission awareness creation Workshop held in Soroti District. The workshop was attended by all departments at the district, community development officers from the various sub counties and the district council members among others.

Picture 2.8: Equal Opportunities Commission awareness creation Workshop in Buliisa District,



The workshop was attended by all departments at the district, community development officers from the various sub counties and the district council members in Buliisa District.

Similarly, the Commission conducted several awareness campaigns on equal opportunities, affirmative action and the general mandate of the Commission during engagements/workshops with various stakeholders; i.e UN Human Rights, Ministry of East African Community Affairs, National Union of Disabled Persons of Uganda (NUDIPU), Uganda National Association of the Blind (UNAB), United Deaf Women's Organisation(UDEWO), Action on Disability and Development (ADD) International, Association of Micro Finance Institutions in Uganda (AMFIU), Ministry of Education, Science, Technology and Sports (MOESTS) and Skilling Uganda among others.

2.2.4.3 Participation in National and Internationally Recognised Days that Relate to the EOC Mandate

In an effort to increase visibility on its mandate, the Commission organised and participated in nationally and internationally recognised days that relate to the EOC Mandate in the selected hosting districts. These include; Scouts Jamboree at Kaazi, Women's Day On 8th March; the International Youth Day on 12th August in Katakwi District; Older Persons Day on 1st October in Bundibugyo; International Day of Persons with Disabilities on 3rd December in Tororo; Independence Day on 9th October, the Human Rights Day on 10th December and Labour Day on 1st May. These provided an avenue for educating the public on the mandate of the Commission and concepts of equal opportunities, Gender and Equity responsiveness affirmative action, discrimination, inclusion; as well as disseminating various IEC materials.

(i) International Human Rights Day

The International Human Rights Days is commemorated annually on 10th December. The theme for the 2015 Human Rights Day was, 'Our Rights, Our Freedoms Always'. The picture below shows participation of the EOC in the Public Dialogue on Human Rights

Picture 2.9: Participation of the EOC in the Public Dialogue on Human Rights



Fr L to R, Ms. Sylvia Ntambi Technical Advisor GIZ/EOC (now Chairperson EOC), Mr. Abubaker Ntambi Commissioner Research and Prof. Sunday N. Olwor Under Secretary EOC at Imperial Royale Hotel Kampala attending Human Rights Day Public Dialogue

In commemoration of the day, EOC produced and published one supplement in Bukedde Newspaper (Luganda Version) and in the Daily Monitor (English version). The supplement highlighted the significance of respect for human rights and the contribution of the EOC to the promotion and observance of human rights in the perspective of equal opportunities.

In Uganda, the celebrations to mark the Human Rights Day took place at Imperial Royale Hotel, Kampala, where a public dialogue on Human Rights Defenders was broadcast live on NBS TV. The Equal Opportunities Commission attended, being represented by selected staff members, and a statement on the state of equal opportunities, as an arm of observing human rights, was delivered by the Commissioner Education, Training and Communication. The Commission used the day to disseminate some IEC materials.

(ii) International Day of People with Disability

The EOC commemorated the International Day of People with Disability, held in Tororo District, Eastern Uganda, on 3rd December 2015. The Commission held two Radio Talk shows which attracted 25 call-ins from the marginalised persons who had no knowledge about the EOC and its mandate. As a result, the callers requested EOC to establish a regional office in Eastern region so that they can access the services of the Commission. The picture below shows the Commission engagement with celebrants of International Disability Day



Persons with Disabilities lodging Complaint with EOC Tribunal during International Disability Day Celebrations at King George grounds Tororo District on 3rd December 2015

The day was celebrated under the theme: "Inclusion matters: Access and Empowerment for people of all abilities". The theme underscored the moral obligation of Governments and all stakeholders to ensure that the needs and concerns of persons with disabilities (PWDs) are mainstreamed within the national and international development agenda to enable equitable and adequate access to services among the PWDs.

(iii) International Women's Day

The Commission participated in the celebration to mark the International Women's Day on 8th March 2016. The Commission organised a public dialogue in Amuru district in addition to taking part in the main national celebrations at Kololo ceremonial grounds.

(iv) International Day of Older Persons

The commemoration of the International Day of Older Persons took place in Bundibugyo District on 1st October 2015. The Commission used the occasion to reach out to its clients through a radio talk show on UBC West in the local language. Issues of older persons were discussed and caller in questions were addressed.

2.2.4.4 Publicity in Print and Electronic Media

To popularise the work of the Commission, a total of 37 radio talk shows were held on various radios including those in the Central region and those in the regional areas of Uganda. Some of these included Gulu FM in Gulu District, Etop Radio in Soroti, Radio Aisa in Ngora District, Kingdom FM, Central Broadcasting Service, Akaboozi, Uganda Broadcasting Corporation, Capital FM, Radio One, Radio Buddu, Namirembe FM, Radio Maria, Radio Bilal, Radio Sapientia, Voice of Africa, Prime Radio, Bukedde Radio, Radio West among others. Among the TV talk shows held included WBS, Channel 44, Record TV, UBC, and Star TV. Most of these were secured with Office of the Prime Minister (OPM), with programmes running in English and Luganda.

Five radio talk shows were also conducted up-country (Central, Eastern and Northern Uganda) alongside workshops sponsored by DGF/GIZ.

The talk shows were intended to sensitise the public about the Equal Opportunities Commission and its mandate, issues of Gender and Equity as well as various topics especially specific to activities which were being undertaken. It was realised during the talk shows that the public was not generally aware of the issues of equal opportunities and affirmative action as well as Gender and Equity.

The Commission continued to sensitise the public through the print media. On the overall, 17 News Paper articles including newspaper adverts, supplements, opinions and congratulatory messages were published in the dailies i.e. New Vision, the Daily Monitor, Bukedde Newspaper as well as magazines such as the Women Magazine generated by Ministry of Gender, Labour and Social Development and the Annual Agriculture Magazine.

2.2.4.5 Public Dialogues

On 17th March 2016, as part of events to mark the International Women's Day at national level, the Commission held a public dialogue on equal opportunities and affirmative action. The dialogue specifically targeted marginalised women in Amuru district, who have hitherto had land-related challenges and faced discrimination in other various areas. Space was open for other categories of marginalised, discriminated and vulnerable populations to present their concerns. The purpose of these dialogues was mainly twofold, namely;

- i. To raise public awareness on the mandate and work of the Commission, including its Tribunal and complaints handling mechanism.
- ii. To generate, listen to and formally register complaints by discriminated and/or marginalised women, youth, persons with disabilities and others.

2.2.5 Institutional Capacity of the Commission Strengthened

Implementation of the EOC strategic plan requires adequate human resource whose acquisition is critical for achieving the goals of the plan. In an effort to realise these aspirations, ten (10) additional technical staff were recruited, thus improving the staffing level for technical staff to a total of sixteen. A comprehensive induction and orientation exercise was also undertaken to bring all staff on board with regard to their specific roles in line with the mandate, vision, mission and functions of the Commission. Other capacity building trainings include; UN Human Rights Training, induction for members, training of Members in tribunal handling and ADR mechanisms and the in house training on assessment for gender and equity compliance. These trainings enhanced the skills, knowledge and attitudes of the Members and Staff that enabled them to expeditiously dispense justice to the marginalised and discriminated against as well as implement the EOC mandate.

2.2.5.1 Registered Progress in the Implementation of the EOC Five Year Strategic Plan 2013/2014-2017/2018

Thematic Areas	Strategic Objectives	Key Result Areas	Performance Status
Health	Equitable access to health services by marginalised groups enhanced	Accessibility issues in the health sector identified and strategies for addressing them developed	The Commission has conducted Audits on accessibility of health facilities and services in over 20 local governments. Plans are under to engage the Ministry of Health on the Recommendations made.
		Guidelines for ensuring accessibility developed and disseminated to the relevant stakeholders	The Commission has customized accessibility guidelines developed by UNAPID. These guidelines are being used to audit compliance of public facilities to accessibility standards
		Public awareness and access to health services	The Commission has held a series of sensitisation campaigns focusing on

Thematic Areas	Strategic Objectives	Key Result Areas	Performance Status
		promoted.	access to health services
Education	Equitable and all inclusive quality education promoted	Compliance with education standards monitored and reports disseminated	The Commission has conducted monitoring on Compliance with education standards in the districts of Mayuge, Kamuli, Busia, Kaabong, Amuru, Nakasongola, Koboko, Amudat, Kamwenge, Mbarara, Tororo, Kumi and Buliisa among other local governments
		Compliance with appropriate physical accessibility in education facilities audited.	
		Implementation of inclusive education policy in teacher training colleges monitored and evaluated.	
		Selected education policies and gaps identified.	
Agriculture	Equitable access to NAADS programme by marginalised groups promoted	Access to NAADS by the marginalised people audited.	The Commission has conducted two Audits on the accessibility of the agricultural programmes. Several recommendations have been made and arrangements are under way to engage the key stakeholders for their address
Governance	Effective Participation of the marginalised in decision making processes	Public awareness and understanding of civic duties and responsibilities of a citizen with a focus on inclusion promoted	The Commission has conducted public awareness campaigns reaching out to all MDAs, over 30 district local governments and CSOs

Thematic Areas	Strategic Objectives	Key Result Areas	Performance Status
	strengthened	Marginalised groups empowered to participate in decision making processes	
	The Capacity of state institutions and other partners to mainstream Equal Opportunities and Affirmative Action in favour of marginalised groups strengthened	EOC Tribunal operationalised on 25 th March 2014.	The Equal Opportunities Commission tribunal is now operational and social justice is being dispensed using tools and powers therein.
		Systems and Practices in selected public and private enterprises audited	The Commission is still developing tools to facilitate this process
		National policies, laws and plans reviewed to assess compliance with Equal Opportunities	A number of laws have been audited for compliance with equal opportunities and affirmative action. In addition, on an annual basis, the Commission assesses compliance of BFPs and MPSs for compliance with gender and equity requirements
	Access to equitable economic and social justice for marginalised groups enhanced	EOC Tribunal operational Practices in selected public and private enterprises audited for compliance with equal opportunities	
Employment	Equal opportunities and treatment in employment promoted	Existing laws and policies on employment reviewed Complaints received and handled appropriately	The Commission has reviewed the employment Act and at the same time appropriately handled employment Complaints received

Thematic Areas	Strategic Objectives	Key Result Areas	Performance Status
Environment	Protection of citizens from the adverse effects of displacement enhanced and access, use and protection of natural resources and public spaces promoted	The extent and nature of displacement of citizens due to mineral/oil exploration or natural disasters established and guidelines provided for safe and dignified relocation of citizens	The Commission has carried out an investigation in the Albertine Region focusing on Hoima and Buliisa. The findings will be utilised to ensure justice among the affected marginalised persons.
		The level of Compliance with environmental standards by industries established	
		Public spaces in urban and rural areas protected	
Institutional Building	The capacity of the Equal Opportunities Commission to implement its mandate strengthened	A strong and coherent administrative and management system in place	The EOC Members and staff have been trained on the human Rights Based Approach and on Gender and Equity Compliance. In addition, various policies and operational manuals have been developed to enhance the Commission's effectiveness.

2.2.6 Key Lessons learnt from the Commission's Work

- i. Publicity and visibility for the EOC is very critical in promotion and enforcement of equal opportunities and affirmative action. Members of the general public need to be continuously made aware of their rights to equal opportunities through awareness and sensitisation in order for them to discern issues of equal opportunities and affirmative action to redress discrimination and marginalisation.

- ii. The work of the tribunal needs sustainable funding – probably through a tribunal fund so as to effectively and efficiently investigate and adjudicate on complaints regarding discrimination and marginalisation from the general public.
- iii. Implementation of gender and equity requirements in the PFMA, 2015 are very fundamental if the country is to realise inclusive growth and development across all sectors. This compels the MDAs to prioritize outputs & activities for the marginalised populations, which is also effectively backed up by financial commitments and resource allocations within their plans.
- iv. There is significant demand for EOC services across the country, raising the need to further scale up continued sensitisation of MDAs and local governments to mainstream equal opportunities and affirmative action into their development plans, budgets and work plans.
- v. Special interest groups are part of society and they need the general public for them to effectively participate in all life spheres – particularly in governance and decision-making processes. For this reason, there is need to empower and build the capacity of special interest groups and the public to effectively work in harmony with them.
- vi. There is need to review some policies, laws and bye-laws on affirmative action to match them with the new emerging needs for example issues on building and establishing synergies with Local Governments, CSOs and Parliamentarians; exclusion in access to public goods and services; political representation in especially the Executive Arm of Government by various religious and tribal groups.

2.2.7 Challenges of the Commission

In carrying out its functions, the Commission encounters some challenges which affect the effective delivery of its mandate. Below are some of the common challenges;

- i. Inadequate funding
Parliament resolved to finance the Commission in the FY 2016/17 to the tune of 10BN (ten billion shillings) for undertaking the compliance exercise for the issuance of the Gender and Equity (G&E) certificate as provided in the PFMA 2015. To date 2 Billion has been allocated to the Commission.
- ii. Lack of Regional Offices
The Commission urgently requires regional offices to effectively serve all the 112 districts.
- iii. Lack of transport for new Members of the Commission
The Commission lacks vehicles for the newly appointed Members, and the Secretary to the Commission.
- iv. Inadequate funds for Tribunal Operations
This fund is inevitable for the effective and efficient operation of the tribunal as provided under Section 28 of the EOC Act, 2007.
- v. Inadequate Staffing

The approved staffing level upon establishment of the Commission is 42. Presently the Commission has only 16 technical staff. The Commission reviewed the structure and made a proposal of a staffing level with 68 technical staff which is yet to be approved by Ministry of Public Service.

- vi. Lack of regional offices which limit accessibility to the Commission services. Basing at its secretariat in Bugolobi, the EOC is only able to directly cover a total of 40 districts out of 112 districts.
- vii. The Commission found difficulty in addressing issues relating to discrimination and marginalisation on land matters due to sensitivity and limited cooperation from some concerned parties and stakeholders. For instance, the local police and LC leaders in Kiboga district were reluctant to work with the Commission to resolve a reported discrimination and marginalisation on land related complaints.

CHAPTER THREE

STATE OF COMPLIANCE BY MDAs AND LOCAL GOVERNMENTS TO GENDER AND EQUITY IN PLANNING AND BUDGETING

3.0 Introduction

In 2015, the government strengthened its commitment to realise equal opportunities in planning and budgeting by introducing a law – the Public Finance Management (PFM) Act, 2015. The gender and equity provisions of PFM Act, 2015 partly emphasize Section 14 of the EOC Act, 2007 which indicates that all policies, laws, plans, programmes, activities, practices, traditions, cultures, usages and customs of all state and non-state institutions must comply with equal opportunities and affirmative action in favor of the marginalised and discriminated groups.

There are three provisions in the PFM Act 2015 that relate to the implementation of Gender and Equity Certificate and these are;

(i) Section 9 (6) (a) and (b)

Section 9 (6) states that, the Minister shall, in consultation with the Equal Opportunities Commission, issue a certificate certifying that the Budget Framework Paper (BFP) is gender and equity responsive; and specifying measures taken to equalise opportunities for women, men, persons with disabilities and other marginalised groups.

(ii) Section 13 (11) e (i) and (ii)

Section 13 (11) (e) states that a certificate shall be issued by the Minister responsible for Finance in consultation with the Equal Opportunities Commission certifying that the budget is gender and equity responsive; and specifying the measures taken to equalise opportunities for men, women, persons with disabilities and other marginalised groups.

(iii) Section 13 (15) g (i) & (ii)

Section 13 (15) (g) states that a certificate shall be issued by the Minister responsible for Finance in consultation with the Equal Opportunities Commission; (i) certifying that the policy statement is gender and equity responsive; and (ii) specifying measures taken to equalise opportunities for men, women, persons with disabilities and other marginalised groups;

The gender and equity provisions under the PFMA, 2015 emphasize the Commission's mandate⁸ and functions⁹ as provided for in Article 32(3)¹⁰ of the Constitution of the

⁸ “to give effect to the State’s constitutional mandate to eliminate discrimination and inequalities against any individual or group of persons on the ground of sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability,

Republic of Uganda (1995) as amended and Section (14) & (15) of the Equal Opportunities Commission Act, 2007.

Gender and equity planning and budgeting is a huge catalyst in Uganda's inclusive growth and development process. This is in line with the ultimate goal of the National Development Plan (NDP) II 2015/16-2019/20, which is to attain a middle income status by 2020, through strengthening the country's competitiveness for sustainable wealth creation, employment and inclusive growth.

In addition, Uganda is committed to achieving the 17 Sustainable Development Goals and has dedicated efforts, through NDP II, to realise the full potential of every Ugandan with emphasis on vulnerable and marginalised groups in society. This means walking the talk of "leaving none behind" as articulated in the SDGs. Consequently, the need to listen to and address the development concerns of marginalised women, unemployed youths, persons with disabilities, orphans and vulnerable children, older persons and endangered ethnic minorities is more dire than ever before. In order for this to be achieved, all sectors, Ministries, Departments and Agencies and Local Governments must as of necessity embrace gender and equity inclusion in their policies, legislation, programmes and plans.

In a nutshell, gender and equity budgeting ensures that the different needs and interests of women and men, boys and girls, marginalised groups and regions and or locations are accommodated and addressed by adequately funding social service provisions. Therefore gender and equity planning and budgeting does not mean a separate budget for women and marginalised groups as may be perceived; but broadly inclusive budget that addresses the different development concerns for all- hence its importance in inclusive economic growth.

3.1 National Budget Allocation

The budget process and Medium Term Expenditure Framework (MTEF) projections is a cycle that runs through the entire financial year, and it is a very participatory and

and take affirmative action in favour of groups marginalised on the basis of gender, age, disability or any other reason created by history, tradition or custom for the purpose of redressing imbalances which exist against them; and to provide for other related matter" (EOC Act, 2007).

⁹ to monitor, evaluate and ensure that policies, laws, plans, programmes, activities, practices, traditions, cultures, usage and customs of: organs of state at all levels, statutory bodies and agencies, public bodies and authorities, private businesses and enterprises, non-governmental organisations, and social and cultural communities, are compliant with equal opportunities and affirmative action in favor of groups marginalised on the basis sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability or any other reason created by history, tradition or custom.

¹⁰ . 32. (1) Notwithstanding anything in this Constitution, the State shall take affirmative action in favour of groups marginalised on the basis of gender, age, disability or any other reason created by history, tradition or custom, for the purpose of redressing imbalances which exist against them. (2) Parliament shall make relevant laws, including laws for the establishment of an equal opportunities commission, for the purpose of giving full effect to clause (1) of this article.

inclusive process. It begins with the review and update of the Medium Term Expenditure Framework (MTEF), and a country Portfolio Performance Review between July and August each year. This is followed by the first Budget consultative workshop that takes place between October and November. After this, all Sector Working Groups and Local governments begin preparation of Budget Framework Papers (BFPs) and this is followed by Sector BFP Ministerial Consultations, which lead to the preparation of the draft National BFP. Once Cabinet approves the BFP, it is presented to all stakeholders in a national budget workshop called the Public Expenditure Review Meeting.

The final BFP is submitted to parliament by April 1, of each year. This is then followed by the development of the Background to the Budget and the detailed development of budget estimates by each Ministry and institution. The Ministry compiles these into the draft estimates of revenue and expenditure in consultation with the Parliamentary Budget Committee, and starts preparation of the Budget Speech, which must be presented, to Parliament by the 15th day of June of each year. Table 3.1 below presents the %age share of budget allocations by sector for FY 2016/17.

Table 3.1: Percentage share of national approved budget by sector for FY 2016/17

S/N	Sector	Budget (US\$. bn '000)	% share of budget
1	Works & Transport	3 824.13	14.89
2	Education	2 454.04	9.55
3	Energy and Mineral development	2 377.33	9.25
4	Health	1 832.29	7.13
5	Security	1 587.62	6.18
6	Public Sector Management	1 302.36	5.07
7	Justice Law and Order Sector	1 122.07	4.37
8	Accountability	993.62	3.87
9	Agriculture	824.08	3.21
10	Water and Environment	590.83	2.68
11	Public Administration and Management	538.41	2.10
12	Legislature	470.11	1.83
13	Social development	192.66	0.76
14	Lands ,Housing and Urban Development	147.00	0.57
15	Tourism, Trade & Industry	106.44	0.41
16	Information & Communications Technology	55.35	0.22
17	Interest Payments	7 169.77	27.91
	Grand Total	25 588.11	100.00

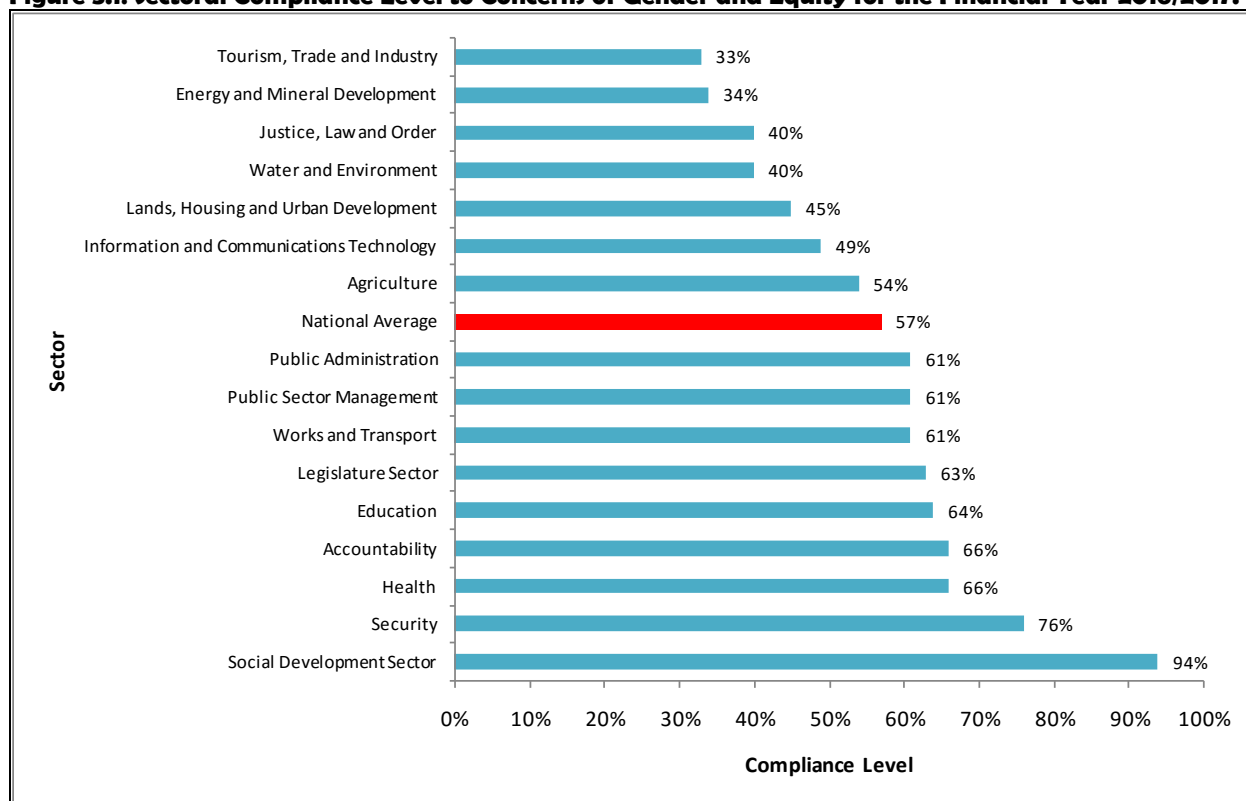
Source: MoFPED, 2016

3.2 Compliance of Sector Budget Frame Work Papers to Gender and Equity Requirements

Ensuring compliance of BFPs to gender and equity concerns enhances inclusive growth (NDP II). Gender and equity responsiveness inspires and intensifies concerted efforts to empower all Ugandans to participate fully in economic growth and development.

Figure 3.1 below presents the sectoral compliance level to concerns of gender and equity for the Financial Year 2016/2017.

Figure 3.1: Sectoral Compliance Level to Concerns of Gender and Equity for the Financial Year 2016/2017.



Source: EOC BFP Assessment Report, 2016

At national level, the overall compliance for all the 16 sectors to concerns of gender and equity was 57%. Seven out of the 16 sectors were below the national average and these include; Agriculture, Information and Communications Technology, Lands, Housing and Urban Development, Water and Environment, Justice, Law and Order, Energy and Mineral Development and Tourism, Trade and Industry. On the other hand, the social development sector emerged the best with a compliance level of 94% followed by security whose compliance was 76%.

3.3 Compliance of MDAs to Gender and Equity Requirements for the FY 2016/2017

The Commission assessed the extent to which the various votes have taken care of gender and equity needs for the Financial Year 2016/2017. The assessment was focused on four areas namely; past performance, medium term plans, vote allocations for ensuing year and performance issues.

3.3.1 Past Performance

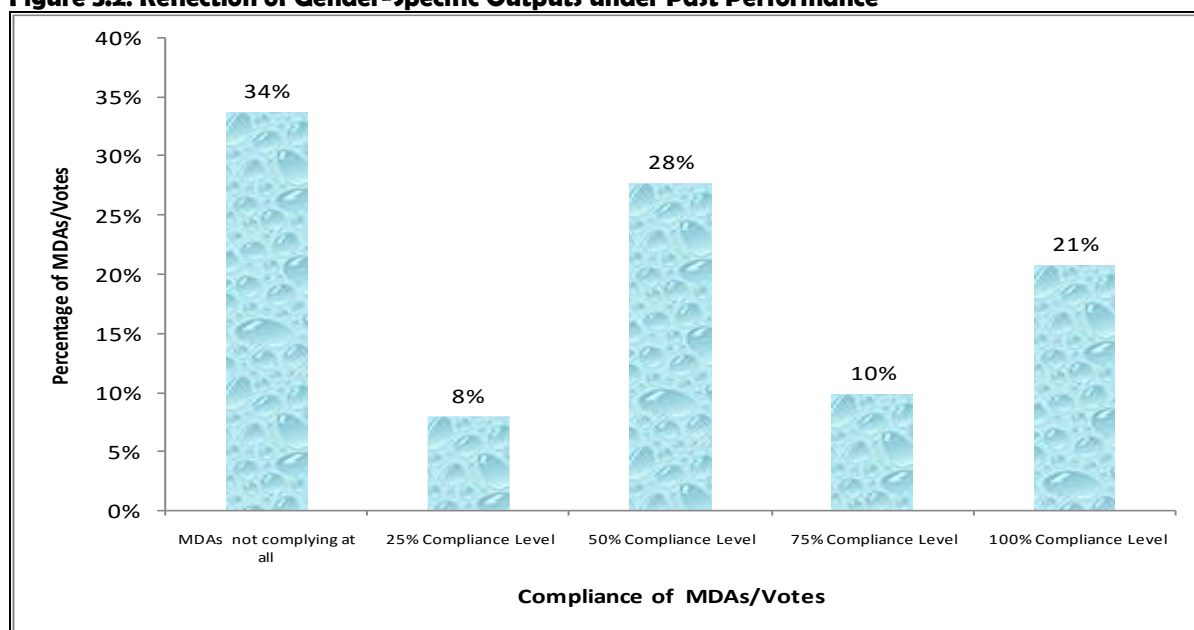
Under past performance, the Commission assessed four areas namely;

- Reflection of gender-specific outputs,
- Reflection of equity-specific outputs,
- Utilisation of specific amount of funds on gender-specific outputs and
- Utilisation of funds on equity-specific outputs.

3.3.1.1 Reflection of Gender-Specific Outputs

The Commission reviewed MPs to ascertain the extent to which votes specified gender-specific outputs for the period under review (2015/2016) at the Vote function level. Figure 3.2 below presents the findings of the assessment;

Figure 3.2: Reflection of Gender-Specific Outputs under Past Performance



Source: EOC Assessment Findings, 2016

The overall Compliance of MDAs regarding reflection of specific outputs/interventions that addressed gender issues was 44%. Findings revealed that 34% of the votes did not reflect any gender-specific outputs under past performance. On the other hand, only 31% of the Votes complied above average.

Out of the total number of Votes assessed, 21% of them exceptionally reflected gender-specific outputs and these included; Uganda National Roads Authority, Ministry of Education Science Technology and Sports, Mbarara University, Makerere University, National Curriculum Development Centre, Ministry of Health, Lira Regional Referral Hospital, Mbarara Regional Referral Hospital, Ministry of Water and Environment, Ministry of Gender Labour and Social Development, Equal Opportunities Commission, Ministry of

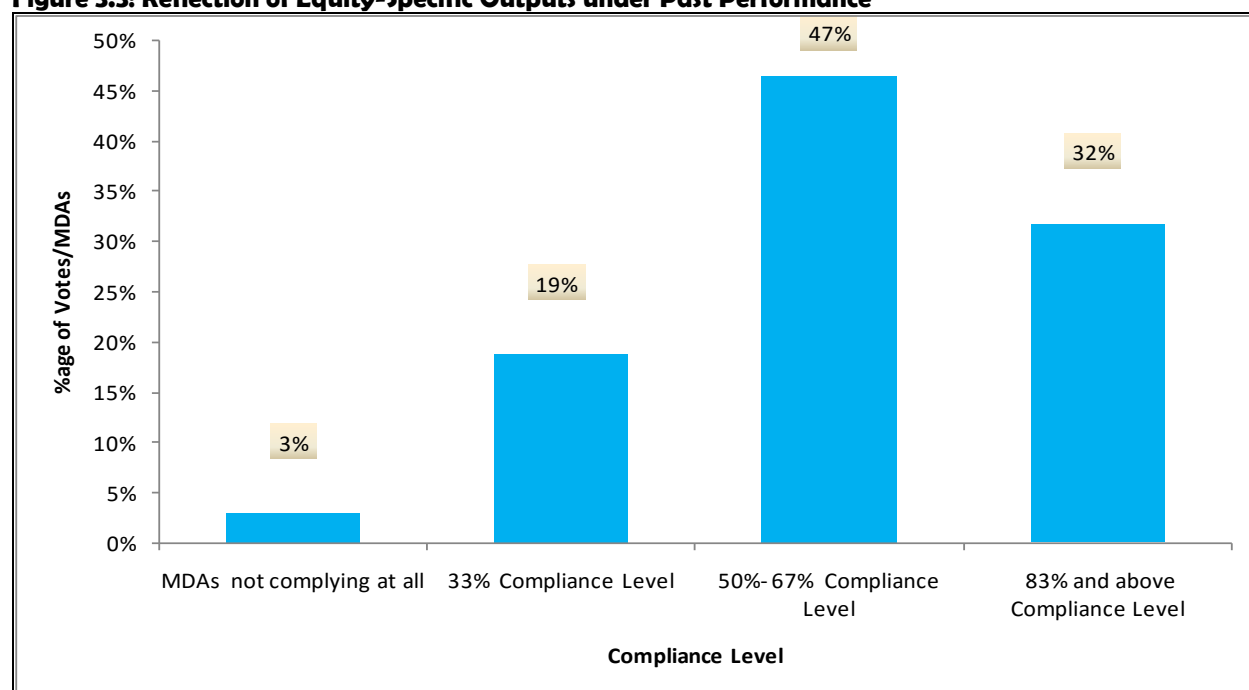
Defence, Ministry of Justice and Constitutional Affairs, Law Reform Commission, Directorate of Public Prosecutions, Uganda Police Force, East African Community, Public Procurement and Disposal of Public Assets Authority, Directorate for Ethics and Integrity, Uganda Revenue Authority and the Parliamentary Commission.

None reflection of gender out puts under past performance compromises efforts of tracking progress being registered in addressing the gender gap in the various MDAs.

3.3.1.2 Reflection of Equity-Specific Outputs

The Commission reviewed MPSs to ascertain the extent to which votes specified equity-specific outputs with respect to; age, disability and location during the period under review (2015/2016) at the Vote function level. Figure 3.3 below presents the findings of the assessment;

Figure 3.3: Reflection of Equity-Specific Outputs under Past Performance



Source: EOC Assessment Findings, 2016

The national average regarding reflection of equity-specific outputs with respect to; age, disability and location was 68%. The level of compliance in this area was the highest with 79% of the votes registering a compliance level of at least 50%. On the other hand, 3% of the Votes did not comply at all and these are; Uganda National Bureau of Standards, Uganda Management Institute and Mulago Hospital Complex.

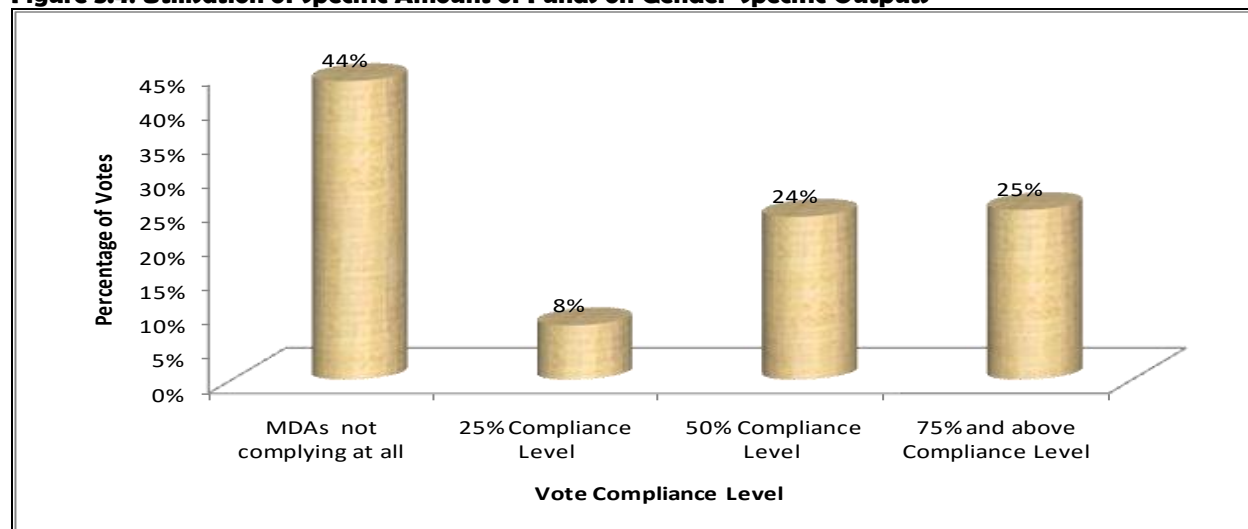
None reflection of equity out puts under past performance compromises efforts of tracking progress being registered in addressing regional inequality in the various MDAs.

Consequently, MDAs will have limited guidance on redressing imbalances through affirmative action.

3.3.1.3 Utilisation of Specific Amount of Funds on Gender-Specific Outputs/Interventions

Utilisation of specific amount of funds (in relation to appropriated budget) on gender-specific outputs for the period under review at the Vote function level is very critical in redressing imbalances. Figure 3.4 below presents the findings of the assessment;

Figure 3.4: Utilisation of Specific Amount of Funds on Gender-Specific Outputs



Source: EOC MPS Assessment Report, 2016

Findings revealed that at national level, the overall Compliance was 36% regarding utilisation of specific amount of funds on gender specific outputs. 44% of the votes never reflected any specific amount of funds utilised on gender specific outputs. However, on a positive note, twelve MDAs complied 100% and these are; Butabika Hospital, Ministry of Water and Environment, Busitema University, Makerere University, Ministry of Health, Parliamentary Commission, Ministry of Education Science Technology and Sports, National Curriculum Development Centre, Ministry of Gender Labour and Social Development, Equal Opportunities Commission, Ministry of Defence and the Directorate of Public Prosecutions.

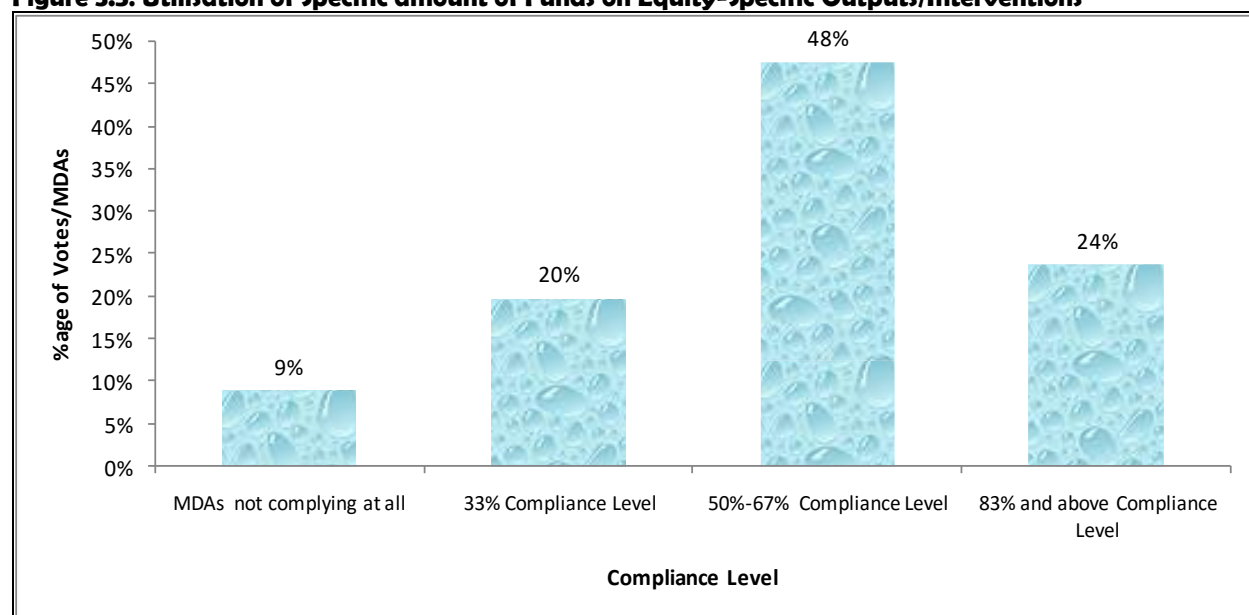
None reflection of amount of funds utilised on gender specific out puts under past performance compromises efforts of tracking resource allocation with respect to the needs of men and women.

3.3.1.4 Utilisation of Specific Amount of Funds on Equity-Specific Outputs/Interventions

Utilisation of specific amount of funds (in relation to appropriated budget) on equity-specific outputs with respect to; age, disability and location during the period under review at the Vote function level is very critical in redressing imbalances.

Figure 3.5 below presents the findings of the assessment;

Figure 3.5: Utilisation of Specific amount of Funds on Equity-Specific Outputs/Interventions



Source: EOC MPS Assessment Report, 2016

The overall score regarding utilisation of specific amount of funds on equity-specific outputs was 60%. Findings revealed that 29% of the votes were below average compliance level with nine of the votes not complying at all. These are; Uganda National Bureau of Standards, Uganda Management Institute, Mulago Hospital Complex, Health Service Commission, Uganda Export Promotion Board, Kabale University, Soroti Referral Hospital, Uganda Land Commission and Missions Abroad.

The failure to report on funds utilised on equity specific out puts under past performance compromises efforts of tracking resource allocation with respect to age, disability, older persons and geographical location. As a result, redressing imbalances that exist among the various categories will be compromised at the national, district and lower local government level.

3.3.2 Medium Term Plans

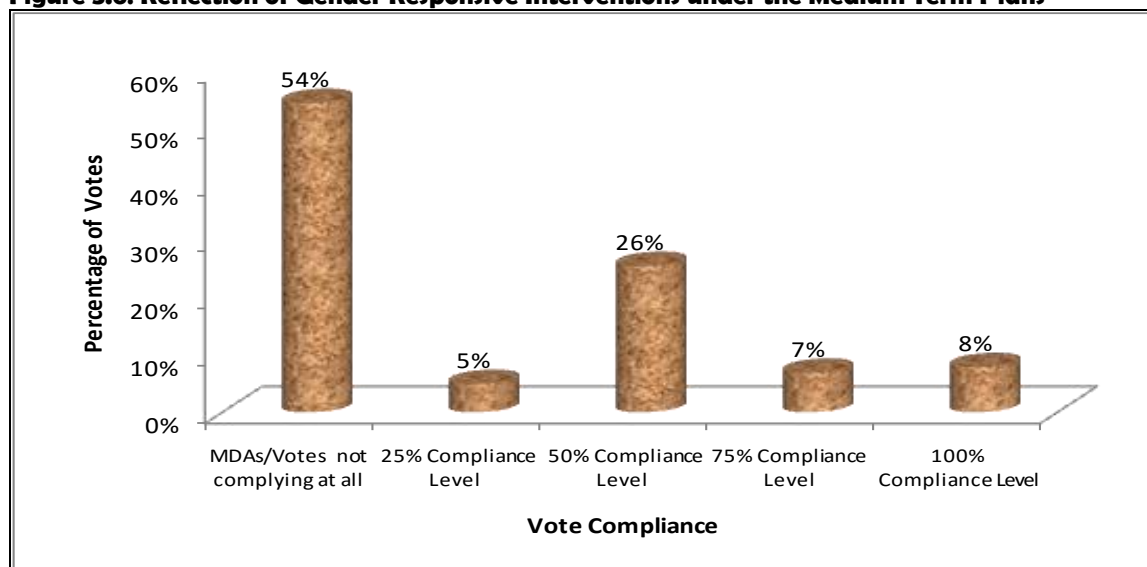
Under the sub section of medium term plans, the Commission assessed fiver areas namely;

- i. Reflection of gender responsive interventions
- ii. Reflection of equity responsive interventions
- iii. Reflection of gender sensitive outcome indicators
- iv. Reflection of equity sensitive outcome indicators
- v. Allocation of budgetary resources towards promotion of gender and equity

3.3.2.1 Reflection of Gender Responsive Interventions under the Medium Term Plans

Votes are required to reflect their respective medium term plans. Under this sub section, the Commission established the extent to which medium term interventions are responsive to gender concerns. Figure 3.6 below presents the findings of the assessment;

Figure 3.6: Reflection of Gender Responsive Interventions under the Medium Term Plans



Source: EOC MPS Assessment Report, 2016

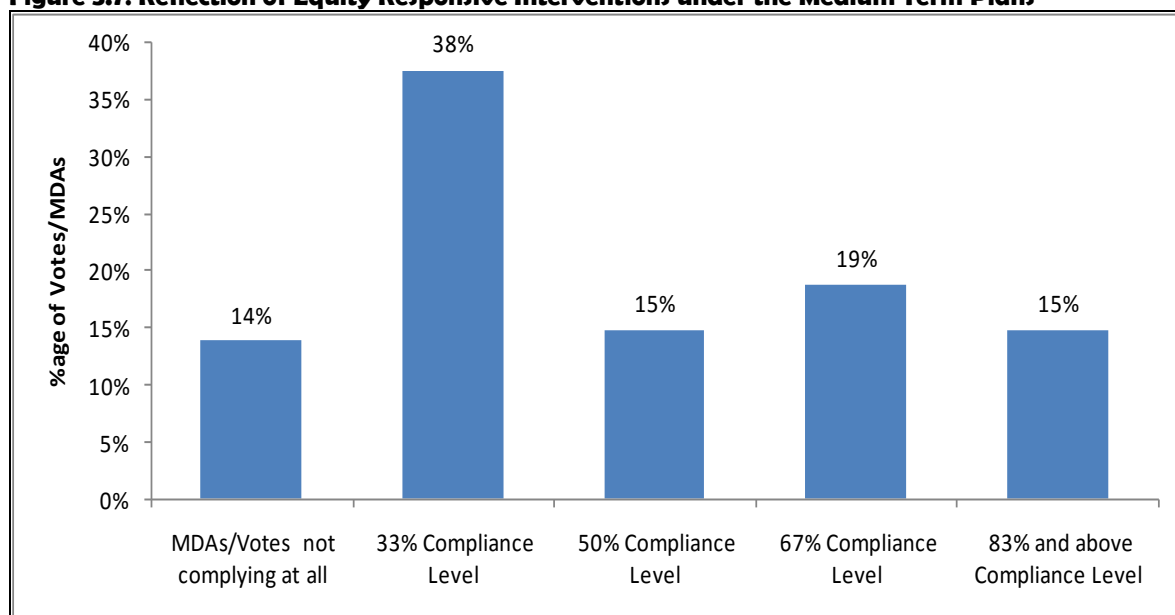
Reflection of gender responsive interventions under the medium term plans was among the areas with very low compliance levels (27%). 54% of the total votes/MDAs assessed did not comply at all (didn't reflect any gender-specific interventions) while those whose compliance level was above 50% were only 41%. The Commission commends votes that complied 100% and these are; Uganda National Bureau of Standards, Uganda Land Commission, Butabika Hospital, Ministry of Health, Uganda AIDs Commission Secretariat, Mbarara University, Directorate for Ethics and Integrity and Ministry of Gender Labour and Social Development.

It is under the medium term that various MDAs made projections are targets. None reflection of gender responsive interventions reveals lack of commitment towards concerns of men and women. Consequently, concerns of women will remain less funded due to their none-reflection in the medium term.

3.3.2.2 Reflection of Equity Responsive Interventions under the Medium Term Plans

The Commission reviewed MPSs to ascertain the extent to which votes specify equity responsive interventions/outputs for medium term. Figure 3.7 below presents the findings of the assessment;

Figure 3.7: Reflection of Equity Responsive Interventions under the Medium Term Plans



Source: EOC Assessment Findings, 2016

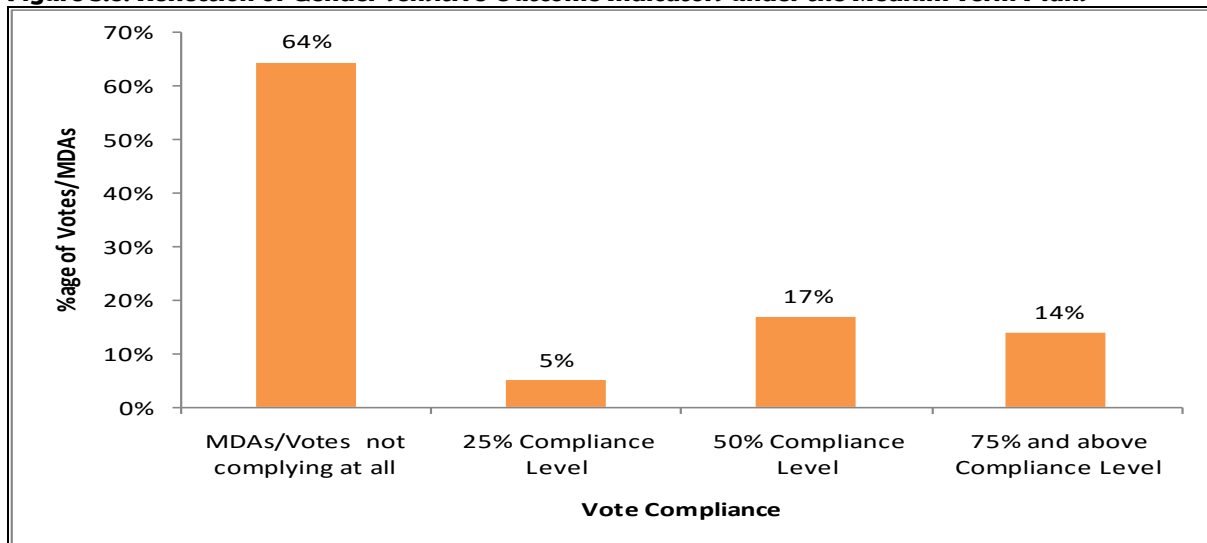
The national average regarding reflection of equity responsive interventions under the medium term plans was as low as 47%. On the other hand, 52% of the vote's compliance level was less than 34% while only 34% of the votes scored above the average mark of 50%.

It is under the medium term that various MDAs made projections are targets. None reflection of equity responsive interventions reveals lack of commitment towards concerns of persons with disabilities, age, youth, older persons, ethnic minorities and geographical location. Consequently, their concerns will remain less funded due to their none-reflection in the medium term.

3.3.2.3. Reflection of gender sensitive outcome indicators

Reflection of gender sensitive outcome indicators is very critical in tracking progress towards redressing imbalances that exist between men and women. Figure 3.8 below presents the findings of the assessment;

Figure 3.8: Reflection of Gender Sensitive Outcome Indicators under the Medium Term Plans



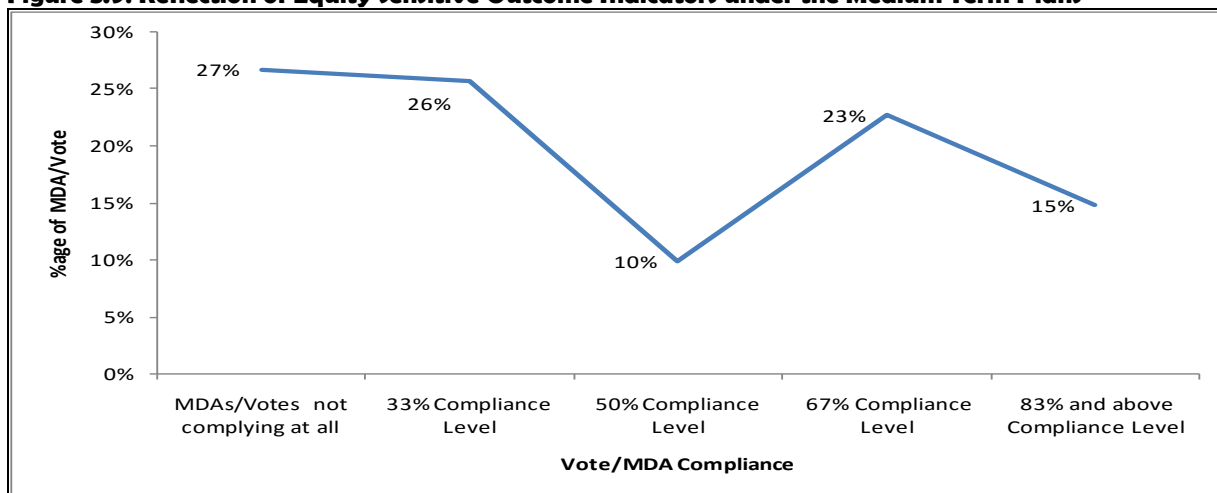
Source: EOC Assessment Findings, 2016

Reflection of gender sensitive outcome indicators under the medium term plans registered the lowest level of compliance with a national average of 22%. Under this area, 64% of the MDAs did not comply at all implying that such MDAs did not have any commitment towards tracking progress of gender and equity sensitive interventions

3.3.2.4. Reflection of equity sensitive outcome indicators under the medium term plans

Reflection of equity sensitive outcome indicators is very critical in tracking progress towards redressing imbalances that exist between people with respect to age, disability and location among other constituents. Figure 3.9 below presents the findings of the assessment;

Figure 3.9: Reflection of Equity Sensitive Outcome Indicators under the Medium Term Plans



Source: EOC Assessment Findings, 2016

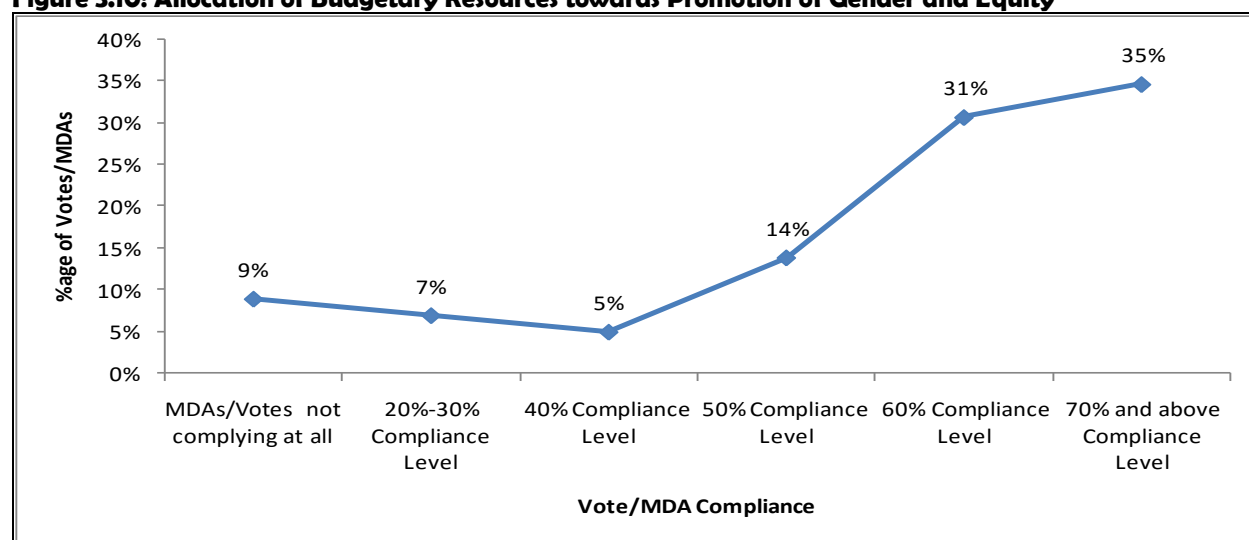
The overall compliance level regarding reflection of equity sensitive outcome indicators under the medium term plans was 43% with 53% of the votes complying below 34%. However, on a positive note, 10 votes complied 100% of the total mark allocated. These are; Electoral Commission, Butabika Hospital, National Citizenship and Immigration Control, Ministry of Education Science Technology and Sports, Rural Electrification Agency, Ministry of Land Housing and Urban Development, Makerere University Business School, Lira Regional Referral Hospital, Mbarara Regional Referral Hospital and Uganda Blood Transfusion Services.

Gender and Equity sensitive outcome indicators reflect the level of change in the medium term. If not reflected, MDAs cannot easily track the progress made among the various categories of the populace.

3.3.2.5. Allocation of budgetary resources towards promotion of gender and equity

Allocation of budgetary resources towards promotion of gender and equity is a key strategy towards equalising opportunities for all. Figure 3.10 below presents the findings of the assessment on the willingness of MDAs to allocate resources towards mechanisms that promote gender and equity;

Figure 3.10: Allocation of Budgetary Resources towards Promotion of Gender and Equity



Source: EOC Assessment Findings, 2016

The overall compliance level regarding allocation of budgetary resources towards promotion of gender and equity was 59%. The compliance level for 66 % of the votes was at least 60%. A total of 17 Votes did not completely allocate any budgetary resources towards promotion of gender and equity. These are; Office of the President, Hoima Referral Hospital, Kabale Referral Hospital, National Environment Management Authority , Office of the Auditor General, National Medical Stores, Education Service

Commission, Uganda National Examinations Board, Public Service Commission, Uganda Land Commission, Fort Portal Referral Hospital, Gulu Referral Hospital, Directorate for Ethics and Integrity, Lira University, Soroti University, Public Procurement and Disposal of Public Assets Authority and State House.

The non-reflection of gender and equity outputs and related expenditures for the medium term has adverse effects on development and implementation of specific interventions for marginalised groups by Ministries, Departments, Agencies and local governments. As a result, many marginalised groups including youths, women, older persons and people with disabilities remain on the peripheral in social service delivery since they are not adequately catered for in future interventions and project expenditures. This inhibits the country's efforts to attain inclusive growth and development for realisation of the national Vision 2040 and global Sustainable Development Goals.

3.3.3 Plans and vote allocations for FY 2016/2017

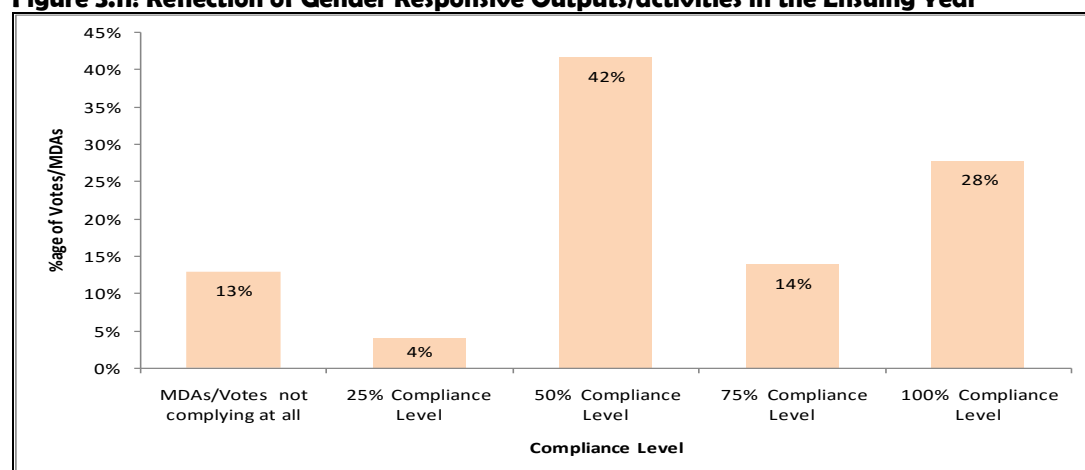
Under Plans and Vote allocations for FY 2016/2017, the Commission assessed four areas namely;

- i. Reflection of gender responsive outputs/activities
- ii. Reflection of equity responsive output/activities
- iii. Gender specific expenditures
- iv. Equity specific expenditures

3.3.3.1. Reflection of gender responsive outputs/activities in the ensuing year

The Commission reviewed MPSs to ascertain the extent to which outputs/activities for the ensuing year are gender responsive. Figure 3.11 below presents the findings of the assessment;

Figure 3.11: Reflection of Gender Responsive Outputs/activities in the Ensuing Year



Source: EOC Assessment Findings, 2016

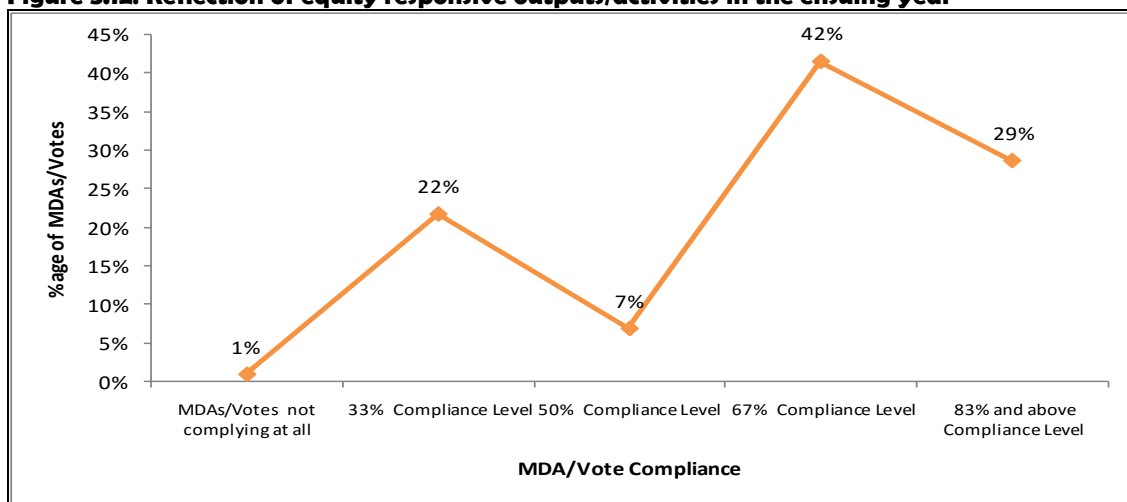
The overall compliance level regarding reflection of gender responsive outputs/activities in the ensuing year was 60%. 42% of the MDAs/Votes scored above the compliance level of 75% while 13% did not comply at all.

None reflection of gender responsive out puts compromises commitments of the National Development Plan II, Vision 2040 and the Sustainable Development Goals. All these emphasize inclusive growth and development.

3.3.3.2. Reflection of equity responsive outputs/activities in the FY 2016/2017

The Commission reviewed MPSs to ascertain the extent to which outputs/activities for the ensuing year are equity responsive. Figure 3.12 below presents the findings of the assessment;

Figure 3.12: Reflection of equity responsive outputs/activities in the ensuing year



Source: EOC Assessment Findings, 2016

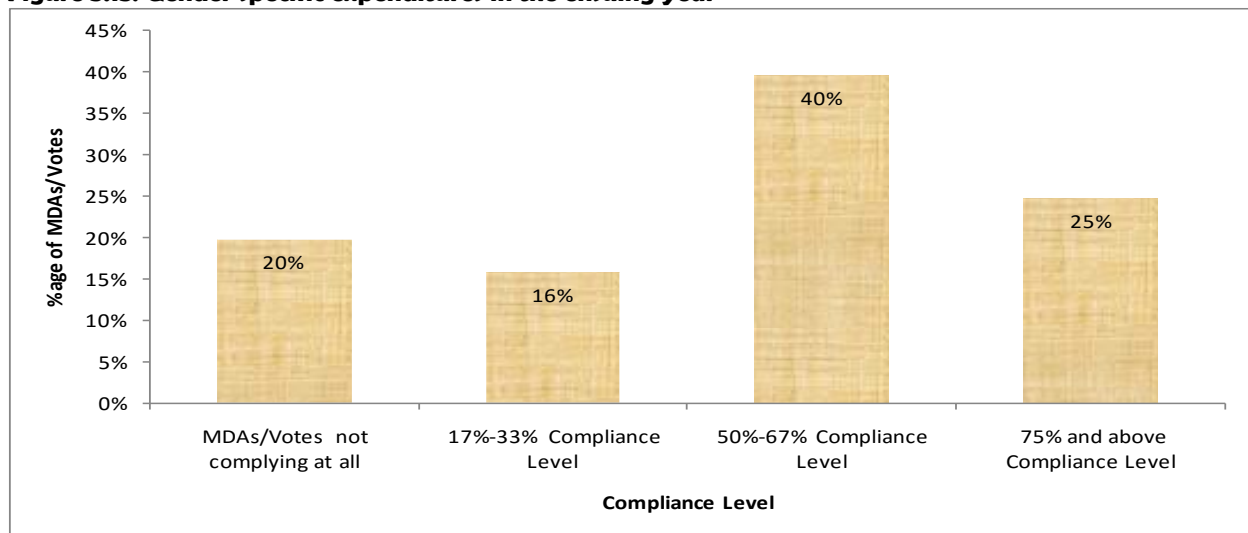
The national average compliance level regarding reflection of equity responsive outputs/activities in the ensuing year with respect to; age, disability and location was 67%. Over 71% of the Votes/MDAs complied with a compliance level of 67% and above.

None reflection of equity responsive out puts compromises commitments to the National Development Plan II, Vision 2040 and the Sustainable Development Goals. All these emphasize inclusive growth and development.

3.3.3.3. Gender specific expenditures in the ensuing year

Expenditures on gender-specific outputs (in relation to appropriated budget) at the Vote function level is very critical in redressing imbalances. Figure 3.13 below presents the findings of the assessment;

Figure 3.13: Gender specific expenditures in the ensuing year



Source: EOC Assessment Findings, 2016

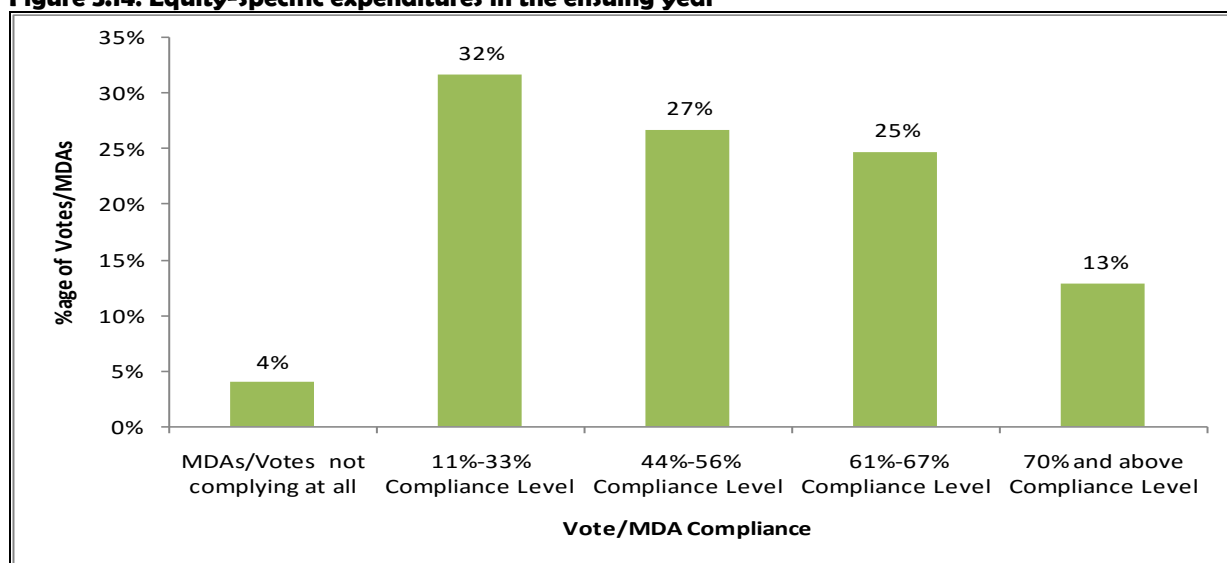
Findings revealed that committing resources towards gender-specific expenditures (equal opportunities between men and women) is still a challenge with a compliance level of 45%. Much as a number of out puts addressing gender inequalities were reflected, allocating resources to those out puts was not automatic. The compliance levels for 36% of the votes were below 50%.

The implication of the failure to allocated specific funds to be utilised on gender out puts in the ensuing year compromises efforts geared towards gender equality. Consequently involvement of women will be compromised during implementation and hence low productivity.

3.3.3.4. Equity specific expenditures in the ensuing year

Expenditures on equity-specific outputs (in relation to appropriated budget) at the Vote function level is very critical in redressing imbalances. Figure 3.14 below presents the findings of the assessment;

Figure 3.14: Equity-specific expenditures in the ensuing year



Source: EOC Assessment Findings, 2016

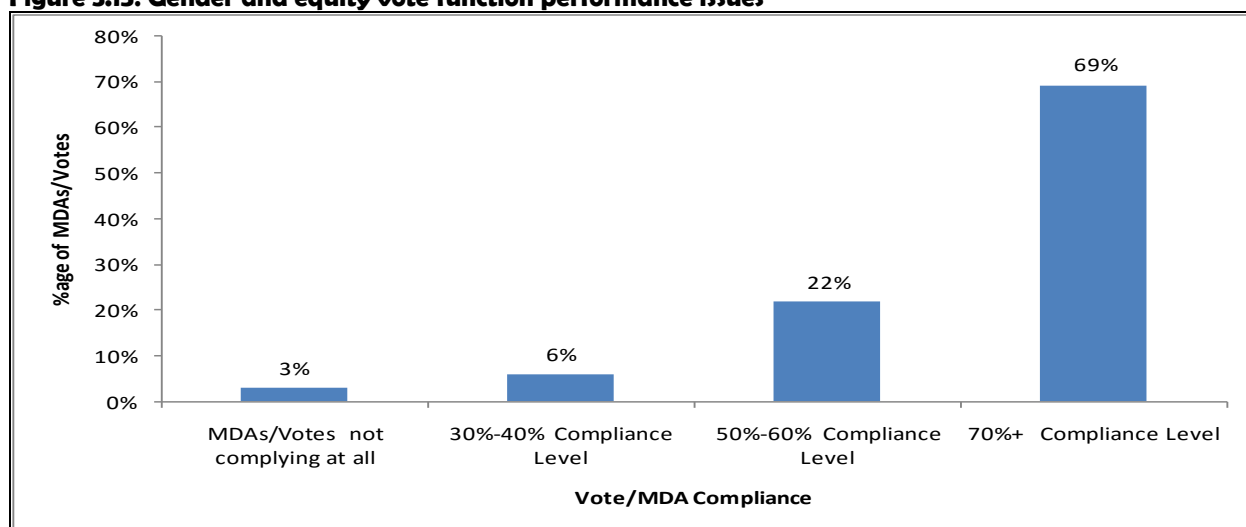
The overall compliance level regarding the reflection of equity specific expenditures in the ensuing year was 51% with 4% of the MDAs/Votes not complying at all. Below average commitment towards reflecting specific resources for utilisation on equity related outputs will result in widened gap between the haves and the non-haves.

The plans for the ensuing year show the specific activities, outputs and expenditure allocations by respective MDAs and hence define the scope of service delivery in line with national priorities. It is therefore imperative that the MDAs adequately reflect gender and equity related outputs related expenditures; otherwise it may pose a likely risk of discrimination and marginalisation for various segments of society thus, hindering the country's efforts to strengthen its competitiveness for sustainable wealth creation, employment and inclusive growth.

3.3.4 Gender and equity vote function performance issues

There are a number of gender and equity performance issues among MDAs. The MDAs were required to not only reflect performance issues but also propose actions that are intended to address them. Figure 3.15 below presents the findings of the assessment with regards to reflection of gender and equity Vote function performance issues;

Figure 3.15: Gender and equity vote function performance issues



Source: EOC Assessment Findings, 2016

On a positive note over 91% of the votes/MDAs complied with at least 50% regarding reflection of gender and equity Vote function Compliance issues with an overall national average compliance of 76%.

3.3.5 Overall compliance level to concerns of gender and equity

Table 3.2 below shows the overall compliance level to concerns of gender and equity by assessment area;

Table 3.2: Overall compliance level to concerns of gender and equity

MPS Section	Scoring Checklist	Average
1.0 Past Performance	1.1.1 Specific outputs that address Gender inequalities for the period under review at the Vote function level.	44%
	1.1.2 Specific outputs that address inequity (age, disability and location) during the period under review at the Vote function level.	68%
	1.2.1 Specific amount utilised (in relation to appropriated budget) on outputs that address Gender inequalities for the period under review at the Vote function level	36%
	1.2.2 Specific amount utilised on outputs that address inequity (age, disability and location) during the period under review at the Vote function level.	60%
2.0 Medium term plans	2.1.1 Gender responsive interventions/outputs for the five years	27%
	2.1.2 Equity responsive interventions/outputs for five years	47%
	2.2.1 Gender sensitive outcome indicators	22%
	2.2.2 Equity sensitive outcome indicators	43%
	2.3.1 Allocation of budgetary resources for mechanisms that promote G and E	59%

MPS Section	Scoring Checklist	Average
3.0 Plans and Vote allocations for FY 2016/2017	3.1.1 Gender responsive outputs/activities for the ensuing year	50%
	3.1.2 Equity responsive output/activities for the ensuing year or year being budgeted for.	67%
	3.2.1 Gender specific expenditures by vote function	45%
	3.2.2 Equity specific expenditures by vote function(Special programmes to address inequity targeting disadvantaged regions/locations and groups)	51%
4.0 Gender & equity Vote Performance issues	4.1.1 Reflection of gender and equity Vote function Compliance issues) & Proposed actions to tackle identified issues.	76%
National Average		53%
Colour	Interpretation	Performance Level
	Very good performance	70%-100%
	Good performance	60%-69%
	Fair performance	45-59%
	Low performance	30-44%
	Very poor performance	0%-29%

Source: EOC Assessment Findings, 2016

Overall, out of the 14 areas assessed, MDAs scored below average compliance levels in 7 of the assessment areas.

3.3.7 Performance of specific votes on compliance with gender and equity requirements

The Commission made assessment of 135 Ministerial Policy Statements. All the votes obtained a minimum score of 40% following back stopping for all MDAs that failed the first assessment. Table 3.3 below presents the vote specific gender and equity compliance level for the Financial Year 2016/2017.

Table 3.3: Performance of specific votes on compliance with gender & equity FY 2016/2017

Vote	Score
Vote 018_Ministry of Gender Labour and Social Development	98%
Vote 004_Ministry of Defence	88%
Vote 133_Directorate of Public Prosecutions	86%
Vote 014: Ministry of Health	84%
Vote 124_Equal Opportunities Commission	82%
Vote 013_Ministry of Education Science Technology and Sports	80%
Vote 102_Electoral Commission	72%
Vote 105_Law Reform Commission	69%
Vote 176_Naguru Referral Hospital	69%
Vote 145_Uganda Prisons	68%
Vote 162_Butabika Hospital	66%
Vote 150_National Environmental Management Authority	66%
Vote 114_Uganda Police Force	65%

Vote	Score
Vote 003_Office of the Prime Minister	65%
Vote 003_Ministry of Public Service	65%
Vote 106_ The Uganda Human Rights Commission (UHRC)	64%
Vote 137_Mbarara University	64%
Vote 006_ Ministry of Foreign Affairs	62%
Vote 169_Masaka Referral Hospital	62%
Vote 155_ Uganda Cotton Development Organisation	62%
Vote 007_ Ministry of Justice and Constitutional Affairs	60%
Vote 153_Public Procurement and Disposal of Public Assets Authority	60%
Vote 112_Directorate for Ethics and Integrity	60%
Vote 116_National Medical Stores	60%
Vote 303_National Curriculum Development Centre	60%
Vote 173_Mbarara Regional Referral Hospital	59%
Vote 172_Lira Regional Referral Hospital	59%
Vote 019-Ministry of Water and Environment (MWE)	59%
Vote 175_Moroto Referral Hospital	59%
Vote 122_Kampala Capital City Authority	58%
Vote 016_Ministry of Works and Transport	58%
Vote 174_Mubende Referral Hospital	58%
Vote 012_Ministry of Land Housing and Urban Development	57%
Vote 008_ Ministry of finance Planning and Economic Development	57%
Vote 143_Uganda Bureau of Statistics	57%
Vote 141_Uganda Revenue Authority	56%
Vote 002_State House	55%
Vote 163_Arua Referral Hospital	55%
Vote 107_Uganda AIDs Commission Secretariat	54%
Vote 149_Gulu University	54%
Vote 111_Busitema University	53%
Vote 022_Ministry of Tourism, Wildlife and Antiquities	53%
Vote 308_Soroti University	53%
Vote 020_Ministry of Information and Communications Technology	52%
Vote 132_Education Service Commission	52%
Vote 120_National Citizenship and Immigration Control	52%
Vote 160_Uganda Coffee Development Authority	52%
Vote 151_Uganda Blood Transfusion Services (UBTS)	52%
Vote 017_Ministry of Energy and Mineral Development	52%
Vote 103_ Inspectorate of Government	51%

Vote	Score
Vote 152_NAADS Secretariat	50%
Vote 170_ Mbale Referral Hospital	50%
Vote 171_ Soroti Referral Hospital	49%
Vote 010_Ministry of Agriculture, Animal & Fisheries	49%
Vote 011_Ministry of Local Government	48%
Vote 113_Uganda National Roads Authority	48%
Vote 123_Rural Electrification Agency	47%
Vote 115_Uganda Heart Institute	47%
Vote 147_ The Local Government Finance Commission(LGFC)	47%
Vote 167_Jinja Referral Hospital	47%
Vote 157- National Forestry Authority (NFA)	47%
Vote 015_Ministry of Trade, Industry and Cooperation	46%
Vote 127_Muni University	46%
Vote 113_Ministry of Internal Affairs	46%
Vote 136_Makerere University	46%
Vote 164_Fort Portal Referral Hospital	46%
Vote 131_ Office of the Auditor General (OAG)	44%
Vote 125_National Animal Genetic Resources Centre and Data Bank,	44%
Vote 142_National Agricultural Research Organisation	44%
Vote 104_Parliamentary Commission	44%
Vote 159_ External Security Organisation	44%
Vote: 138: Makerere University Business School	43%
Vote 119_Uganda Registration Service Bureau	43%
Vote: 001_ Office of the President	42%
Vote 139_Kyambogo University	42%
Vote 114_Uganda Cancer Institute	42%
Vote 128_Uganda National Examinations Board	42%
Vote 154_Uganda National Bureau of Standards	42%
Vote 156_Uganda Land Commission	42%
Vote 117_Uganda Tourism Board	41%
Vote 165_Gulu Referral Hospital	41%
Vote 162_Mulago Hospital Complex	41%
Vote 307_Kabale University	41%
Vote 109_ Law Development Centre	41%
Vote 134_Health Service Commission	41%
Vote 118_Uganda Road Fund	41%
Vote 168_Kabale Referral Hospital	41%

Vote	Score
Vote 148_ Judicial Service Commission	41%
Vote 108_ National Planning Authority	40%
Vote 121_ Dairy Development Authority	40%
Vote 026_ National Information Technology Authority – Uganda	40%
Vote 101_ Judiciary	40%
Vote 021_ East African Community	40%
Vote 146_ Public Service Commission	40%
Votes 201-236_ Missions Abroad	40%
Vote:140_ Uganda Management Institute	40%
Vote 166_ Hoima Referral Hospital	40%
Vote 306_ Uganda Export Promotion Board	40%
Vote 110_ Uganda Industrial Research Institute	40%
Vote 302_ Uganda National Meteorological Authority	40%
Vote 301_ Lira University	40%

3.3.6 Challenges encountered during the assessment

During the assessment of the Ministerial Policy Statements, the Commission made the following general observations.

- i. A number of MDAs did not take time to review recommendations made by the Commission in the BFP assessment Report. As a result, they have repeated the same omissions in the respective MPSs
- ii. MDAs are generally committed to comply with gender and equity requirements during the planning and budgeting process. However, human resources and financial constraints emerge as the major stumbling blocks.
- iii. It was also observed that some MDAs clearly identified gender and equity activities/outputs by Vote but did not allocate any financial resources in the ensuing financial year towards implementation of the G&E activities. Consequently, the Votes fail to make progress during implementation.
- iv. MDAs have limited capacity in gender and equity budgeting, planning and programming. Training of MDAs in the above is therefore a critical element if the country is to realise inclusive growth.
- v. The assessment results of some sector BFPs are not representative for the entire sector since, the performance therein can only be attributed to a few MDAs that make an effort to comply to G&E requirements in planning & budgeting.
- vi. Mandate of EOC under G&E certificate is not commensurate with the current resources. The Commission received only US\$2 billion this FY 2016/17 to implement its mandate under G&E against a total requirement of US\$10 billion annually as approved by Parliament of Uganda.

3.4 Recommendations

3.4.1 Recommendations to MDAs

- i. Respective votes should liaise with the Commission, particularly the low performing ones, in case more support and/or guidance is required. The Commission has already made arrangements to support the votes, including those with challenges of discerning gender and equity in plans and budgets.
- ii. MDAs should submit their MPSs in time to enable the Commission to complete the assessments in time and also support votes with gender and equity technical challenges.
- iii. All votes should submit both a hard and soft copy of their respective Ministerial Policy Statements.
- iv. It is recommended that all MDAs and LGs should nominate focal persons (particularly from the planning units/functions) whom the Commission should liaise with in matters of gender and equity as a short-term measure. In the medium term, MDAs may recruit or hire Technical Advisors for gender and equity mainstreaming where resources permit.

3.5 Way Forward

- i. The Commission has raised the compliance pass mark from 40% to 50% and this will take effect starting with Financial Year 2017/2018. In this regard, all MDAs and Local Governments should put to full use the knowledge and skills acquired in the various engagements with the Commission and the Ministry of Finance, Planning and Economic Development.
- ii. In collaboration with the Ministry of Finance, Planning and Economic Development, the National Task Force on Gender and Equity and development partners, the Commission will continue strengthening the capacity of all state and non-state institutions for mainstreaming gender and equity concerns in their respective plans and budgets.
- iii. Carry out monitoring and evaluation of state and non-state institutions on all the gender and equity sector commitments. The Commission will continue mobilising resources to ensure that the gender and equity provisions of the Public Finance Management Act, 2015 are fully implemented.
- iv. The G&E assessment criteria and planning guidelines should be reviewed to suit the Performance-Based Budget System since starting with FY 2016/17 we are moving away from output-based budgeting in line with the PFM Act, 2015.
- v. Formulation of a G&E compact with MDAs and respective sectors to strengthen the assessment and monitoring of gender and equity planning, budgeting and implementation.

CHAPTER FOUR

STATE OF EQUAL OPPORTUNITIES IN EDUCATION

4.0 Introduction

The Government, through the Ministry of Education and Sports, relevant line Ministries and Local Governments, sets the standards, provides technical guidance, supports, coordinates, monitors and evaluates policies and regulates the education sector players. This chapter focuses on quality of education in both public and private primary schools and it presents the: legal and policy framework of the Education Sector; financing of the Education Sector; interventions by the Commission in the sector; the gaps between the good and poor performing primary schools and recommendations thereof.

The Education and Sports Sector is responsible for the delivery of equitable, relevant quality education, training and sports services for all. Equitable education addresses the strategic needs of men and women, boys and girls in various ways. Education is an engine for empowerment, economic growth and general improvement in welfare. Equal access to quality education is instrumental in ensuring equal opportunities for all; hence the Constitution of the Republic Uganda, 1995 provides for the right to education for all¹¹.

4.1 Legal and Policy Framework on Education

The Sector's Legal and policy Framework is derived from the Constitution of the Republic of Uganda, 1995 which among others guarantees citizens a right to education and provides for affirmative action for the disadvantaged people.

The 1992 Government White Paper on Education is the basis of official policy on the purpose and programmes of education. While some of the programmes have been revised as a result of intervening events; the White Paper's articulation of the purposes of Uganda's education system continues to be the supreme guidance for the sector. It informed the review of the government's policy and legal framework resulting in the enactment of some Laws and Acts aimed at supporting reforms to address the then challenges of the sector. Among them included:

- a) The National Constitution of Uganda which underscores the fact that education is a right of every Ugandan.
- b) the Local Government Act, 1997 which decentralised primary education services to local governments

¹¹Article 30,32 and 34 of the Constitution of Uganda,1995

- c) the Revised School Management Committee Regulations 2000 which updated the framework for managing primary education
- d) The Education (Pre-primary and Post Primary) Act, 2008 which provides for a more contemporary framework for managing education in Uganda.
- e) the University and other Tertiary Institutions Act, 2006 which provides for a framework for managing institutions that fall under this category
- f) The Business, Technical, Vocational Education and Training Act, 2008 to provide for the promotion and coordination of business, technical, vocational education and training in Uganda
- g) Uganda National Examinations Board Act, 1993 to establish the Uganda National Examinations Board, its functions, management and other matters connected therewith including administering examinations at primary, secondary (ordinary and advanced) level.
- h) The National Curriculum Development Centre Act, 2000 to provide for inter-alia development of curricula and related materials for various levels of education (i.e. Pre-Primary, Primary, Secondary and Tertiary), organising capacity building courses for stakeholders on curricula and matters related to curriculum
- i) The Universal Primary Education Policy (1996) to increase enrollment and schooling for children at primary level and make education equitable in order to eliminate disparities and inequalities
- j) The Universal Secondary Education Policy (2007) to improve enrollments and schooling for students for secondary level education in Uganda.
- k) The Draft Special Needs and Inclusive Education Policy (2011) to provide for a number of approaches to delivering special needs education to people with disabilities.

The White Paper aimed to promote citizenship, moral, ethical and spiritual values; promote scientific, technical and cultural knowledge, skills and attitudes; eradicate illiteracy and equip individuals with basic skills and knowledge and with the ability to “contribute to the building of an integrated, self-sustaining and independent national economy”¹².

The key policy thrust in the education sector in Uganda includes providing equitable access to quality and affordable education to all Ugandans. This is aimed at propelling the nation towards achieving middle income status by 2020 as propounded in the NDP II. Under the Education Sector, the NDP II spells out three specific objectives and these are;

¹²The Government White Paper (1992)

- i. To achieve equitable access to relevant and quality education and training,
- ii. To ensure delivery of relevant and quality education and training, and
- iii. To enhance efficiency and effectiveness of education and sports service delivery at all levels.

Other commitments include meeting the targets of the Sustainable Development Goals (SDGs) by 2030, providing relevant education and enhancing efficiency, and strengthening partnerships in the education sector.

The focus on education quality, learning and skills highlights yet another important lesson: the danger of concentrating on access to education without paying enough attention to whether students are learning and acquiring relevant skills once they are in school. The fact that the Education For All (EFA) goals have not been reached carries a further lesson: 'business as usual' will not bring quality education to all. If current rates of progress continue, many of the countries lagging furthest behind including Uganda may not reach the new targets by 2030.

The current education policy focuses on expanding the functional capacity of educational structures and reducing on the inequalities of access to education between sex, geographical areas, and social classes in Uganda. It advocates for the redistribution of resources viz a viz reforming the education sector. More resources have been allocated to lower educational public sector through the UPE programme in order to ensure quality and enhance equity of access at that level between boys and girls. Its main objectives are to: provide the facilities and resources to enable every child to enter and remain in school until the primary cycle of education is complete; make education equitable in order to eliminate disparities and inequalities; ensure that education is affordable by the majority of Ugandans and to reduce poverty by equipping every individual with basic skills.

4.2 Financial Budget of the Education and Sports Sector

The Ministry of Education and Sports is one of the sectors that have been receiving a good share of the national budget in the last three financial years with the primary sub sector taking the largest share. The total approved budget for the Education and Sports Sector in FYs 2014/15-2016/2017 is presented in Table 4.1 below;

Table 4.1: Financial budget of the education sector 2014/15-2016/17

(FY)	Sector Allocations (US\$bn)	%Share
2014/15	2,026.63bn	14.1%
2015/16	2,029.07bn	11.1%
2016/17	2,454.61bn	9.55%

Source: MoESTS, 2015/16

The Ministry of Education has several sub sectors whose budgetary allocations are presented below;

4.2.1 Financial budget allocation by sub-sector

Table 4.2: Financial budget allocations by sub-sector (USh. Bn)

Category of Expenditure	2014/15	2015/16
Primary	1,072.41bn	1,094.63bn
Secondary	467.99bn	363.63bn
BTVET	169.22bn	190.16bn
Tertiary Incl. Universities	244.08bn	293.29bn
Others	72.94bn	86.78bn

Source: MoESTS 2015/16

4.3 Interventions by the Commission in the Education sector

From the foregoing and in line with the Commission mandate, the focus this FY in this sector was on quality of education at primary level in both government and private schools. To this end, the Commission carried out a number of activities within the education sector to ensure compliance with equal opportunities and affirmative action. The activities included;

- i. The Commission carried out a study on performance disparities in both government and private primary schools. The main purpose of the study was to establish the causes of school performance disparities and the best alternative to address them. The sample constituted 340 primary schools (*49 private & 291 public schools*) out of which 257 were poor performing against 83 good performing schools. The schools were drawn from; Bududa, Bugiri, Bukwo, Bulambuli, Bundibugyo, Bushenyi, Buyende, Jinja, Kabale, Kabarole, Kalangala, Kaliro, Kampala, Kapchorwa, Kyenjojo, Lira, Luuka, Masaka, Mayuge, Mbale, Mbarara, Mitooma, Pallisa, Rukungiri, Serere, Sheema, Sironko, *Tororo and Wakiso*. The study report is available with specific recommendations
- ii. The Commission made recommendations to the Education Sector on improving physical accessibility within the school environment. These recommendations are contained in the 2014/2015 annual report on the state of equal opportunities in Uganda. The recommendations are geared towards ensuring compliance with equal opportunities for all.
- iii. The Commission trained four technical Staff from the Ministry of Education and Sports and Uganda National Examinations Board on mainstreaming concerns of gender and equity in plans and budgets. The purpose of the training was to build their respective capacity in discerning issues of gender and equity while developing the Budget Framework Paper and the respective Ministerial Policy Statements.

- iv. The Commission also actively participated in the 2015 Education and Sports Sector Annual Review meeting. The Commission used this platform to strengthen its collaboration with sector stakeholders and inform them of its future interventions.
- v. The Commission assessed the Budget Framework paper for the Education and Sports Sector on its compliance for gender and equity requirements. The Sector's overall compliance level was 64%.
- vi. Lastly, the Commission also assessed all votes under the education sector. The Education Sector comprises of majorly fifteen (15) votes namely: Ministry of Education and Sports(013), Mbarara University (137), National Curriculum Development Centre, Soroti University, Gulu University, Busitema University (111), Education Service Commission(132),Muni University (127), Makerere University(136), Makerere University Business School (138), Uganda National Examinations Board (128),Kyambogo University (139), Kabale University, Uganda Management Institute (140), Lira University, Kampala Capital City Authority (122), and Local Governments (501-850).

4.3.1 Education and sports sector level of compliance with gender and equity requirements

Table 4.3 below presents the assessment results on the Sectors' level of compliance with gender and equity for the Financial Year 2016/2017;

Table 4.3: Assessment results of the education sector

BFP Sections		Compliance Area	Assessment Remarks	Score
1. Sector overview	1.1 The Sector contribution to Inclusive Growth (NDP II)	a .Reflects the sector contribution to the NDP II goal/objectives/ priority areas from a gender & equity perspective	i. The sector overview reflected more than three(3) elements of equity, gender equality, social inclusion and participation Pg.14 e.g. <ul style="list-style-type: none"> • Enabling the country to offer education as a basic human right. • Providing equal opportunities to eligible students including those from disadvantaged backgrounds. • Provision of all inclusive physical infrastructure e.g. latrines, classrooms & washrooms in UPE Schools. 	5/5
		b. Sector objective reflects gender and equity concerns	i. Sector objectives were explicit in addressing Gender and Equity. Especially Objective 1 and 3 as reflected on Page 15 of the Sectors BFP (FY 2016/2017).	5/5
	1.2 Key	a. The sector states	i. The key performance issues	5/10

BFP Sections		Compliance Area	Assessment Remarks	Score
	Performance Issues	gender and equity issues	<p>on improved quality and relevance of education at all levels gave details of disaggregated data by gender and age. In addition, performance in acquisition of literacy and numeracy skills was analysed with respect to gender.</p> <p>ii. Equity was also captured under targets to increase enrollment for boys and girls at all levels of education. (Sector BFP Pg. 17)</p> <p>iii. Although the data clearly showed the gender and equity gaps, the implications were not well captured.</p> <p>iv. Equity issues by age, disability and location were very unclear.</p>	
2. Sector Past Performance and Medium Term Plans	2.1. Physical & financial Performance	<p>a. Gender outputs for the period under review</p> <p>b. Equity outputs for the period under review</p> <p>c. Budget utilisation on G&E during the period under review at the Vote function level.</p>	<p>i. The outputs are stated and disaggregated by gender as reflected on Pg.17 of the Sectors' BFP.</p> <p>ii. With regard to equity, outputs were not disaggregated by age, disability and location.</p> <p>iii. The sector was advised to state equity responsive outputs regarding geographical location/regional balance, age and disability aspects for the future BFPs as well as indicating budget utilisation on these outputs.</p>	4/10
		a. Mechanisms for promotion of G and E in the sector	<p>i. Three (3) elements were identified as indicated below;</p> <ul style="list-style-type: none"> • Sign language for 60 teachers and non-teaching staff of Wakiso and Mbale Sec. Schools for the Deaf • Procure and distribute 39,000 wall charts, 330,000 English text books, 39,000 song books for primary 5 to 7. Procure and distribute assorted instructional 	5/5

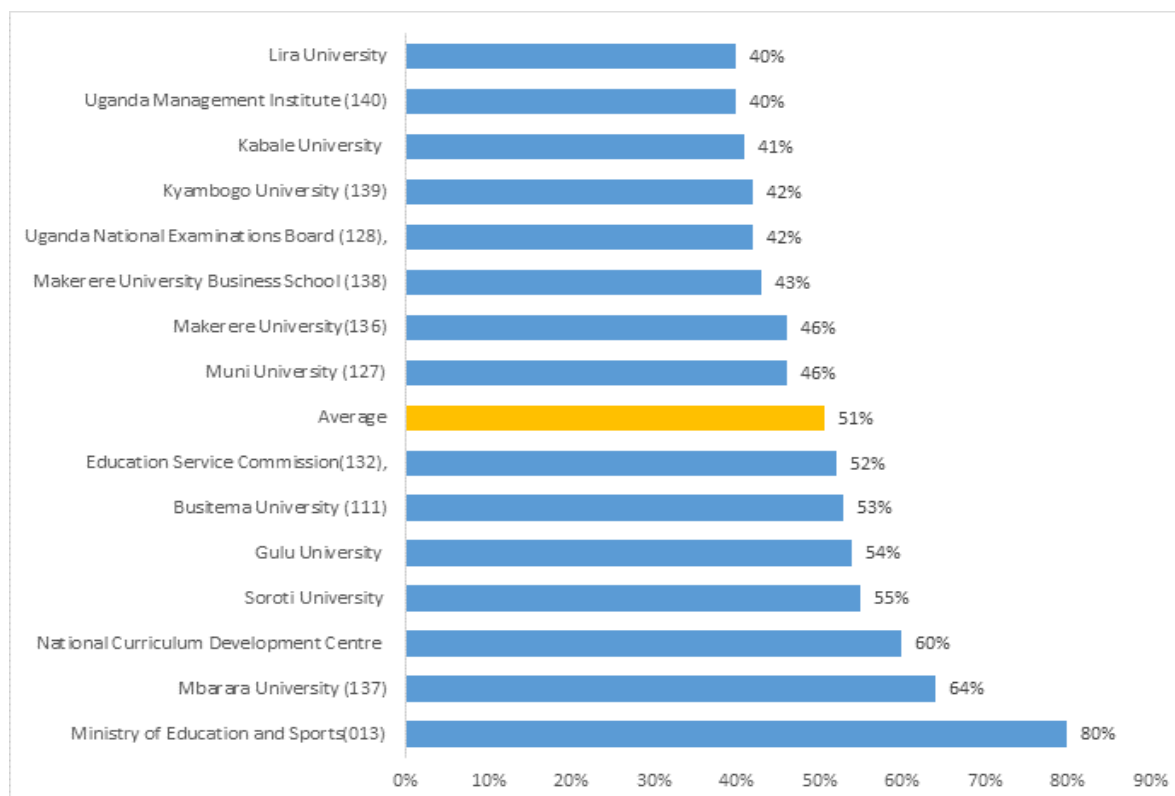
BFP Sections		Compliance Area	Assessment Remarks	Score
			<p>materials for Primary 1, Primary 2 and SNE.</p> <ul style="list-style-type: none"> • SNE assorted equipment to be provided under IMU. 	
	2.2 Medium Term Plans	a. G&E outputs & activities planned for the medium term to ensure equitable service delivery	<p>i. Gender responsive outputs were not reflected. (Ref: Table S2.3: Actions and Medium Term Strategy to Improve Sector Outcome)</p> <p>ii. Equity by location and disability elements were reflected especially in Vote Function: 07 03 Special Needs Education, Guidance and Counseling.</p> <p>iii. The sector should state gender specific outputs & activities as well as equity outputs by age and disability for the medium term to ensure equitable service delivery.</p>	4/10
		b. Specify priority outputs, targets, activities and indicators for the ensuing FY.	<p>i. Gender and equity responsive outputs/activities for ensuing year were not captured.</p> <p>ii. The sector should state gender & equity outputs and ensure disaggregation by gender, location, age and disability. This would allow implementers to develop measures for affirmative action. In addition %age on children passing examination in Government aided schools should show disaggregation on the relevant parameters of location, age and disability e.g. urban viz viz rural areas and regional balance.</p>	0/10
		c. Outcome/output indicators	<p>i. The performance indicators were gender responsive as reflected under Outcome 2: Improved equitable access to education in Table S2.1.</p> <p>ii. Elements on equity by age and location were also reflected in Table S2.1: Sector Outcome Indicators 2&3:</p> <p>iii. The sector should indicate specific outcome and output</p>	8/10

BFP Sections		Compliance Area	Assessment Remarks	Score
			indicators on SNE (Special Needs Education).	
3. Sector Allocations	3.1 Allocations	a. Specified budget allocations to priority outputs addressing Gender and Equity issues by vote function	i. Allocations for gender issues were identified under Outcome 2: Improved equitable access to education in Table S2.2: <i>Performance Targets FY2016/17 Contributing to the Sector Outcome</i> , ii. Sector allocations on equity by age and location were also reflected in Table S2.2: <i>under Sector Outcome Indicators 2&3</i> : iii. The sector should indicate specified budget allocations to priority outputs to address equity more so by disability. This will reflect the extent to which PWDS are set to access, participate and benefit from sector interventions.	24/30
4. Sector Challenges	4.1 Medium Term Challenges	a. Internal challenges b. External challenges c. Emerging issues (including solutions)	i. At least four 4 challenges were indicated under the specific votes	4/5
Overall Score for the Sector				64%

4.3.2 Responsiveness to gender and equity requirements of the Ministerial Policy Statements in the Education Sector

The Commission examined the extent to which the various votes within the Education Sector have taken care of gender and equity needs for the Financial Year 2016/2017. Overall performance with respect to the four areas of focus (past performance, medium term plans, vote allocations for ensuing year and performance issues) for each of the 15 votes assessed is presented in Figure 4.1 below:

Figure 4.1: Responsiveness to gender and equity requirements of the MPs in the Education Sector



Source: EOC MPS Assessment 2016/2017

4.4 Performance disparities in both government and private primary schools in Uganda.

Universal access to education is one of the ways through which every Ugandan can be given a chance to participate in national development. Equitable access to education can be examined from both the input, output and outcome indicators. The inputs indicators include the resources invested to facilitate learning and teaching such as the number and quality of teachers; physical learning environment which includes adequate class rooms, desks, and sanitation facilities. The output indicators include enrolment of pupils in schools; number of pupils completing a particular level of education; number of pupils who have mastery of the syllabus for the class in which they are; and number of pupils who have proficient literacy and numeracy for the grades they are attending. The outcome is the proportion of children who pass in division one in the national examinations such as Primary Leaving Examinations. Marginal performance in any of the above indicators is a signal for lack of quality and equity in education opportunities in Uganda.

Through various reports from UNEB and the media, the EOC is concerned that some schools are consistently performing poorly and others fairly well. Therefore it was prudent for the Commission to establish the underlying reasons for the performance

disparities and propose recommendations to address the inequalities in education. This will enhance equalization of opportunities in learning for both boys and girls at primary school level.

4.4.1 Primary Leaving Examinations performance by sub-region 2015

Herein below, the Equal Opportunities Commission presents the state of disparities between good performing and poor performing schools. The Primary Leaving Examination (PLE) has been administered annually since 1966 by the Uganda National Examinations Board to grade 7 (ISCED 1) students in public and private schools. The PLE is a high-stake and mandatory examination that certifies completion of primary education. It is a requirement for students wishing to pursue lower secondary education (ISCED 2). Passing the PLE allows reintegration of out-of-school children and youth into the school system at the next appropriate grade. The PLE is a written examination, administered face-to-face and delivered through paper-pencil tests. All test-takers are presented with the same cognitive booklets or tests, which are aligned with the national curriculum. Among others, the PLE serves the following purpose:

- i. student certification for completion of primary education
- ii. student selection to higher education programmes or admission into specific courses or tracks
- iii. school or educator accountability
- iv. sub-national level monitoring of learning outcomes
- v. monitoring education quality levels
- vi. planning education policy reforms

In addition, it is important to note that PLE accommodates students with special needs, by providing the following arrangements:

- i. Hearing impairment: additional time, support staff, sign language interpreters
- ii. Visual impairment: additional time, braille & test materials with large font
- iii. Language impairment: additional time and support staff
- iv. Emotional disturbance: additional time and support staff

The Commission conducted an analysis of sub-regional disparities in PLE performance and the findings are presented in Table 4.4 below;

Table 4.4: PLE performance index by sub-region

Sub-region	Male Performance Index	Female Performance Index	Total Performance Index
Ankole	70%	64%	67%
Toro	65%	62%	64%
Kigezi	66%	59%	62%
Karamoja	60%	51%	57%
Buganda	59%	54%	56%
Bunyoro	58%	50%	54%

Sub-region	Male Performance Index	Female Performance Index	Total Performance Index
National Average	57%	51%	54%
Lango	54%	46%	51%
Acholi	53%	44%	50%
West Nile	52%	45%	49%
Bukedi	52%	46%	49%
Teso	52%	45%	49%
Busoga	51%	45%	48%
Elgon	43%	36%	39%

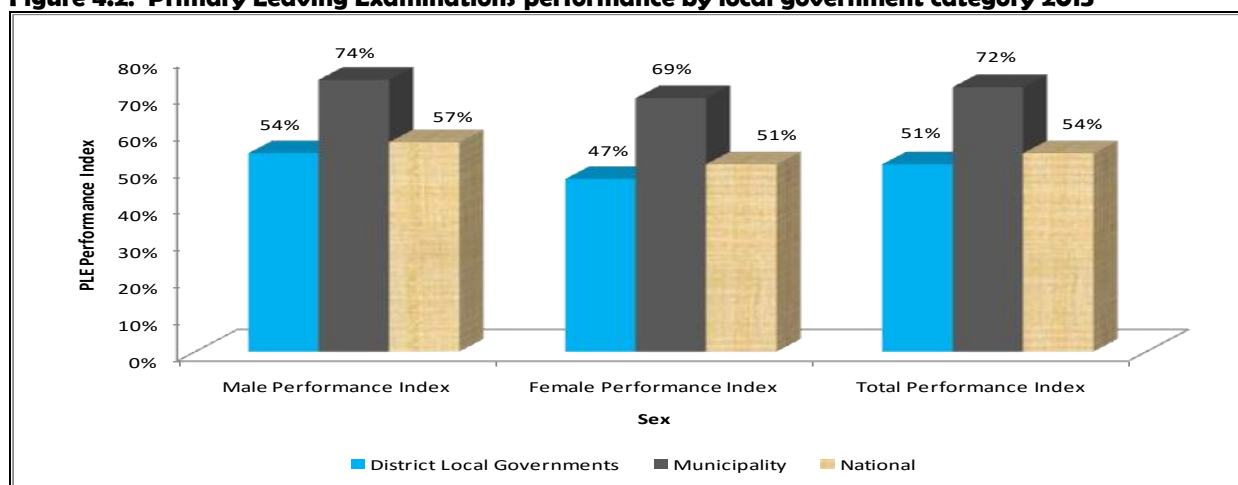
Source: Computed by EOC using 2015 PLE UNEB Results

Analysis of the 2015 PLE UNEB results using the Performance Index reveals that all the worst performing sub-regions are located in the Eastern region and these are; Elgon, Busoga, Teso and Bukedi. These were followed by West-Nile, Lango and Acholi sub-regions. On the other hand, the best PLE performing regions include; Ankole, Toro Kigezi, Karamoja, Buganda and Bunyoro. The performance gap between the best and worst performing sub-region was 28%. Despite the fact that Karamoja is still backward socio-economically, the sub-region's performance index was 57 %. The Commission carried out evidence based research to establish causes of performance disparities and the findings are shared in the subsequent chapters.

4.4.2 Primary Leaving Examinations performance by local government type 2015

Under the decentralisation arrangement, there are two types of upper Local Governments and these are; District Local Government and Municipalities. Figure 4.2 below presents primary examinations performance by local government category;

Figure 4.2: Primary Leaving Examinations performance by local government category 2015



Source: Computed by EOC using 2015 PLE UNEB Results

The results in Figure 4.1 above reveal that schools in the municipalities (72%) performed better than those in the main district local government (51%) with a performance disparity of 21% (male 20%; female 22%). Among the key observations made in Mbale

district was that Mbale Municipality was among the best local governments in PLE across the country and at the same time, the main district was among the worst performer. This implies that there is likely to be a large socio-economic disparity within the same district.

4.4.3 Best and worst local government performance in primary leaving examinations 2015

Primary Leaving Examination performance by local government was examined for the year 2015 and the findings revealed significant disparities among local governments. Table 4.5 presents the best and poor performing local governments in PLE for the year 2015.

Table 4.5 (a): Best performing local governments in the 2015 Primary Leaving Examinations

District	PI M	PI F	PI Total
1. Fort portal Mun.	84.0%	83.2%	83.5%
2. Masaka Mun.	85.3%	80.6%	82.8%
3. Mbarara Mun.	84.4%	79.6%	81.9%
4. Mukono Mun.	81.7%	77.1%	79.3%
5. Bushenyi Mun.	80.0%	77.6%	78.7%
6. Kabale Mun	80.8%	75.3%	77.9%
7. Ntungamo Mun.	78.3%	75.7%	76.9%
8. Rukungiri Mun.	78.6%	75.0%	76.5%
9. Lira Mun.	77.1%	71.5%	74.3%
10. Entebbe Mun	76.5%	72.1%	74.0%
11. Kampala	74.5%	70.6%	72.4%
12. Jinja Mun.	73.6%	68.3%	70.9%
13. Mbale Mun.	73.5%	67.0%	70.2%
14. Rubirizi	71.7%	67.7%	69.7%
15. Kabarole	70.0%	69.2%	69.5%
16. Gulu Mun.	72.4%	64.4%	68.3%
17. Masindi Mun.	71.3%	65.6%	68.2%
18. Mbarara Main	70.9%	65.8%	68.1%
19. Bundibugyo	68.9%	66.8%	67.9%
20. Kasese Mun.	70.3%	64.9%	67.5%
21. Wakiso	69.3%	65.9%	67.4%
22. Iganga Mun.	69.3%	65.4%	67.2%
23. Sheema	69.6%	63.3%	66.3%
24. Soroti Mun.	68.7%	62.6%	65.4%
25. Mitooma	68.2%	62.9%	65.3%
26. Kalangala	68.3%	62.3%	65.3%
27. Kyenjojo	66.1%	63.8%	64.9%
28. Bushenyi Main	67.0%	63.1%	64.9%
29. Moroto	64.9%	61.6%	63.6%
30. Lyantonde	67.2%	59.2%	62.9%

Source: Computed by EOC using UNEB Data 2015

Table 4.5 (b): Worst performing local government sin the 2015 Primary Leaving Examinations

District	PI M	PI F	PI Total
1. Dokolo	48.2%	39.6%	44.3%
2. Budaka	47.9%	39.7%	43.9%
3. Zombo	45.7%	40.4%	43.8%
4. Pader	47.6%	36.5%	43.6%
5. Kyankwanzi	48.1%	39.8%	43.5%
6. Amolator	47.0%	38.7%	43.4%
7. Amudat	45.3%	40.6%	43.4%
8. Hoima Main	48.1%	38.8%	43.4%
9. Butaleja	45.2%	40.5%	42.9%
10. Iganga Main	45.2%	40.8%	42.8%
11. Namutumba	45.2%	40.5%	42.8%
12. Soroti Main	46.3%	38.8%	42.6%
13. Buvuma	45.8%	39.1%	42.6%
14. Manafwa	45.5%	39.7%	42.5%
15. Kayunga	46.2%	38.9%	42.3%
16. Bugiri	45.2%	37.6%	41.6%
17. Kaliro	42.7%	39.7%	41.2%
18. Mayuge	43.4%	38.3%	40.7%
19. Buyende	43.7%	36.2%	39.9%
20. Mbale Main	44.2%	36.0%	39.8%
21. Bududa	41.8%	37.5%	39.5%
22. Tororo Main	42.2%	36.0%	39.2%
23. Pallisa	41.1%	34.4%	37.9%
24. Sironko	41.7%	34.4%	37.8%
25. Kapchorwa	41.2%	34.8%	37.6%
26. Luuka	41.0%	34.6%	37.5%
27. Serere	41.0%	33.6%	37.2%
28. Bulambuli	36.2%	28.9%	32.4%
29. Bukwo	31.9%	23.9%	27.5%
30. Kween	31.7%	23.6%	27.3%

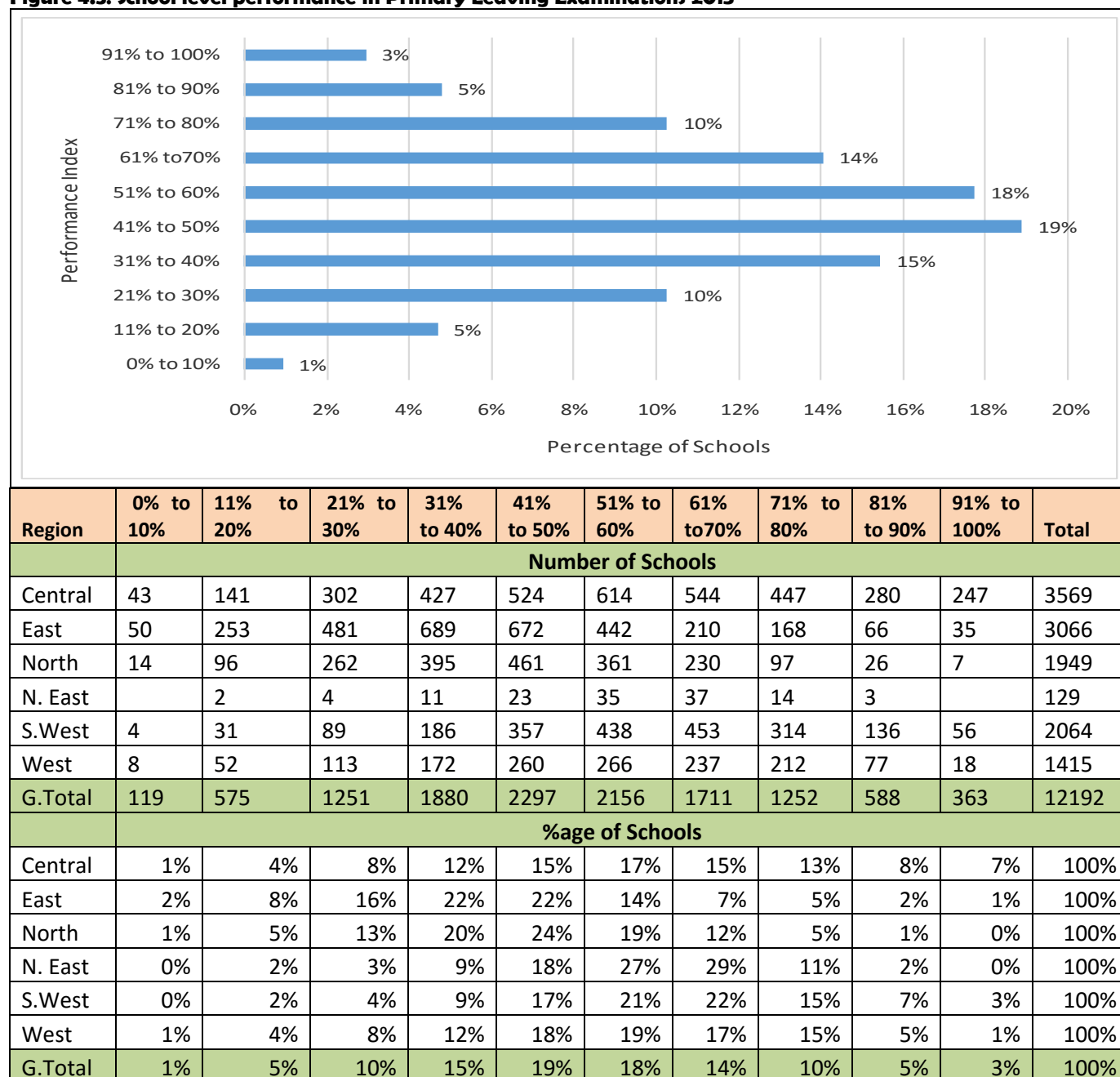
Source: Computed by EOC using UNEB Data 2015

Results show that 53% of the best performing districts are located in the South and Western regions while 23% are located in the Central region. On the other hand, the Eastern region contributed 73% (22) of the 30 poor performing districts of which 6 of the districts are in Busoga (Iganga, Luuka, Bugiri, Kaliro, Mayuge and Buyende). Critical observation of the findings reveals that districts within the Northern, Eastern and West Nile are trailing behind in terms of performance.

4.4.4 School level performance in Primary Leaving Examinations 2015

The Commission made an analysis of school level performance as well using the performance index criteria. Figure 4.3 below presents the PLE performance findings at school level

Figure 4.3: School level performance in Primary Leaving Examinations 2015



Source: Computed by EOC using UNEB Data 2015

A total of 601,369 candidates sat for PLE in 12,192 primary schools/Examination Centres. 6070 (49.8%) of the Examination Centres registered a performance index of 51% and above while 50.2% registered a performance quality of 50% and below.

37% of the schools registered a performance quality ranging in between 41% and 60%. With reference made to the figure above, the quality of performance is low. This has associated consequences of discrimination and marginalisation as people try to survive.

4.4.5 Status of infrastructure between good and poor performing primary schools

The Commission conducted a study to establish the cause of poor performance and also to learn from the good performing schools. The study established the level of disparity in available learning and teaching equipment and facilities with the good and poor performing schools. The schools were sampled with respect to nine sub-regions as presented in Table 4.3 below;

Table 4.6: Number of schools sampled by performance category

Region	Good Performing	Poor Performing	Grand Total
ANKOLE	27	0	27
BUGANDA	14	3	17
BUKEDI	0	41	41
BUSOGA	7	83	90
ELGON	5	111	116
KIGEZI	12	0	12
LANGO	2	0	2
TESO	0	19	19
TORO	16	0	16
Grand Total	83	257	340

Source: EOC 2015/2016

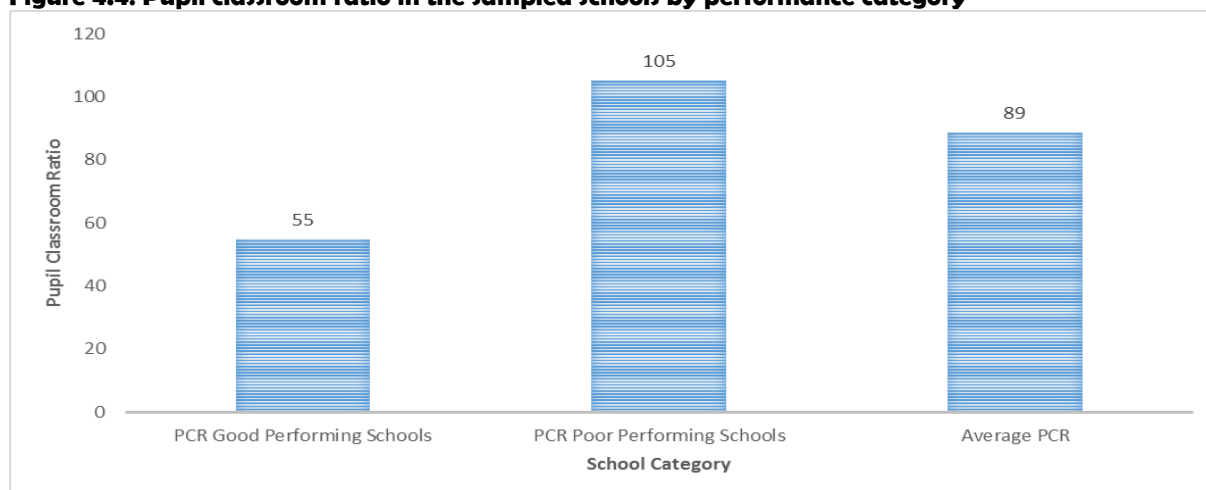
Out of the 340 primary schools sampled, 83 are in the category of good performers and 257 in the category of poor performers.

The Commission further conducted an audit in relation to the school infrastructure of the following; class rooms, Computer Laboratory, Staff Room, school Library, School Store, Office and Teachers Houses. ; The Commission's findings on the level of disparity are presented in the sub sections below.

4.4.5.1 Availability of classrooms

The average number of pupils/students per classroom in a primary school in a given school year is key in determining learner's performance. It is important to note that learning is more effective in small size classes as compared to over populated classes. Figure 4.4 below presents the pupil classroom ratio in the schools sampled with respect to performance category;

Figure 4.4: Pupil classroom ratio in the sampled schools by performance category



Source: EOC 2015/2016

The total enrolment in the 340 schools sampled was 268,114 pupils (53,518 good performing; 214,596 poor performing). The overall Pupil Classroom Ratio was 89:1 against 55:1 for the good performing schools and 105:1 for the poor performing schools. The pupil classroom ratio disparity between the two categories of schools was 50 additional pupils per classroom. Among the poor performing schools, Busoga sub-region registered the highest PCR of 124:1 followed by Teso sub-region with a PCR of 120:1. However, there were worse off case scenarios observed in the field and a case in point was Bugombe Primary School in Butaleja District, where Primary Five shares the same class with primary one, primary three shares with primary four while primary two sits under a tree. Worse still, the shared classrooms are separated by papyrus mats but using the same blackboard as indicated in picture 4.1 below.

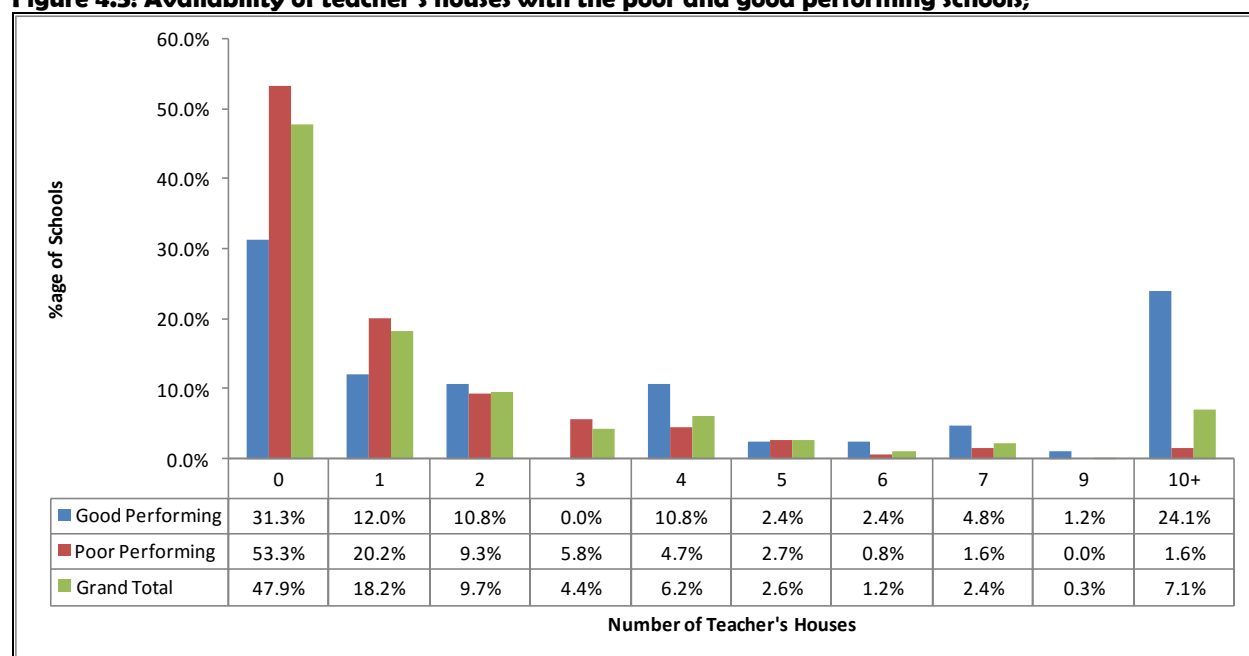


Picture 4.1: A classroom in Bugombe Primary School, Butaleja district shared by primary three and primary four

4.4.5.2 Availability of teachers houses

Availability of Teachers houses within the school premises is among the factors that motivate teachers to teach. Teacher motivation has become an important issue given their responsibility to impart knowledge and skills to learners. It is argued that satisfied teachers are generally more productive and can influence students' achievement (Mertler, 1992). The Commission conducted an assessment on the availability of teacher's houses within poor and good performing schools. Figure 4.5 below presents the status of teacher's houses availability with the poor and good performing schools;

Figure 4.5: Availability of teacher's houses with the poor and good performing schools;



Source: EOC 2015/2016

Out of the 340 (83 good performing: 257 poor performing) schools sampled there were a total of 768 teacher's houses of which 59% (454) are located in the good performing schools against 41% (314) in the poor performing schools. Over half (53.3%) of the poor performing schools did not have any teacher's house as compared to 31.3% of the good performing schools. However, there were a number of cases where teacher's houses as well as class room with permanent structures were found available but the very schools were under the category of poor performers largely because poor community attitude towards education. A case in point was BKC Demonstration School in Ngara district that has 9 teacher's houses within the school premises and 10 classroom blocks. However of the total, 45 candidates that sat for PLE at BKC Demonstration School Ngara out of which 58% were ungraded implying that they obtained F.9 in each of the four subjects.

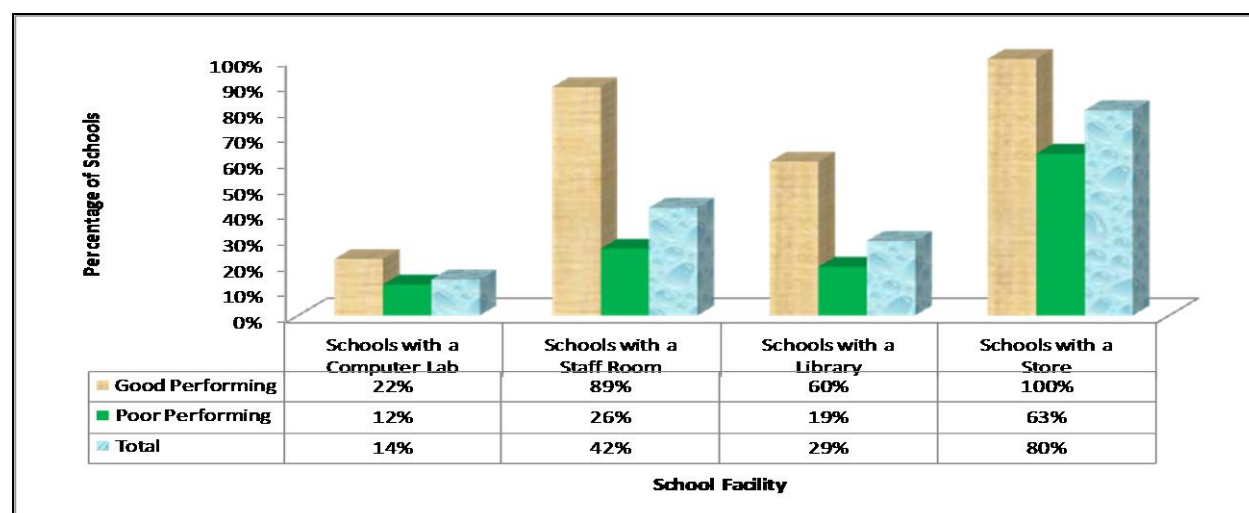
Picture 4.2: One of the school classroom blocks in BKC Demonstration School, Ngora district.



4.4.5.3 Availability of a school store, library, staffroom and office

Availability of other facilities within the schools sampled was also assessed focusing on the school library, school store, staffroom and the administrative office. The findings are presented in Figure 4.6 below;

Figure 4.6: Availability of a school store, Library, Staffroom and Office



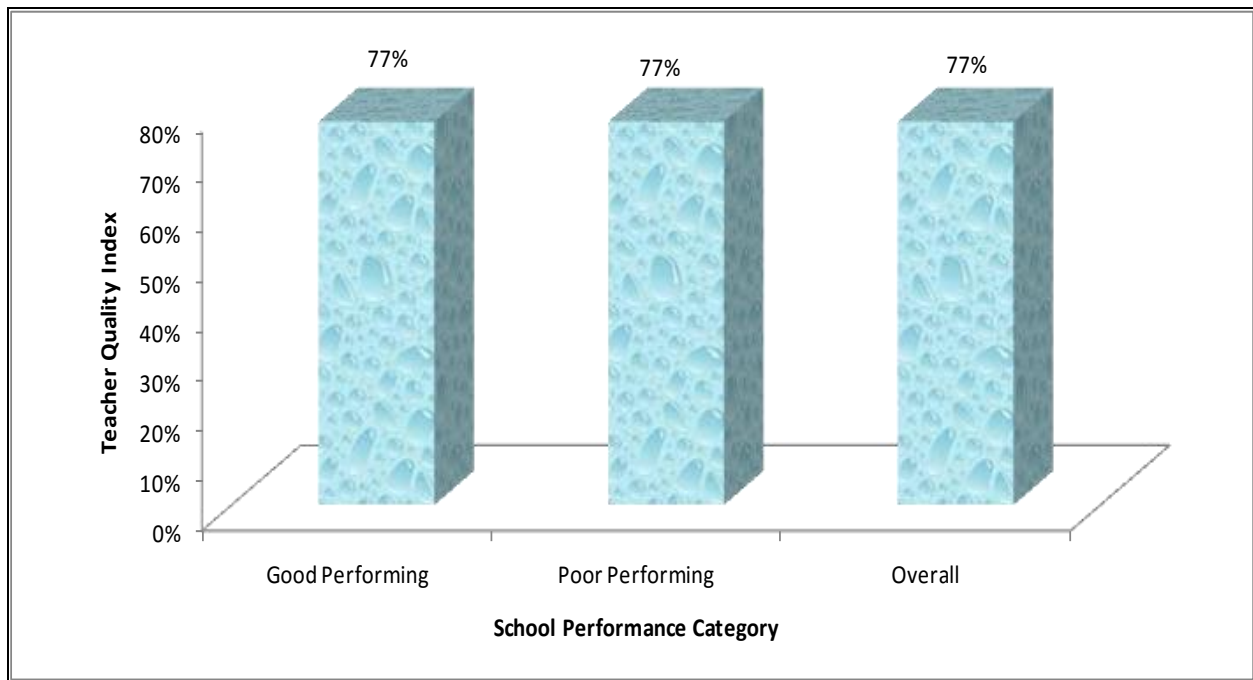
Source: EOC 2015/2016

Results revealed that the good performing schools had advantage in all the facilities assessed within the 340 primary schools. Availability of computer laboratories was low in the two categories of schools (22% good performing and 12% poor performing). With regard to availability of a staffroom and a school library, the good performing schools registered a higher advantage against the poor performing schools with a difference of 63% and 41% respectively.

4.4.5.4 Teacher qualification quality

Teachers are the core of any education system. Hiring and training new and already established teachers is fundamental to protecting children's ability to learn in school. "A quality universal primary education will remain a distant dream for millions of children living in countries without enough trained teachers," said Irina Bokova, Director-General of UNESCO. The Commission examined the qualification quality of teachers in the 340 primary school sampled. Figure 4.6 below presents the findings of the examination;

Figure 4.7: Teacher qualification quality



Source: EOC 2015/2016

Results reveal that the teacher qualification quality within the two categories of schools was uniform at 77%. The index was computed using weights where grade II and Licensed teachers were given a weight of 1; Grade III was given a weight of 2 while diploma and degree holders were given a weight of 3. However, there were several cases of very high pupil teacher ratio in poor performing schools as compared to good performing schools.

Isenda Primary school in Mayuge was one of those schools that performed poorly in 2015 with over 70% of the candidates scoring F.9 in all the four subjects. The school last obtained a first grade in 1998 (18 years ago). The Commission interacted with the school management committee and the parents to establish the specific causes of poor performance.

The picture 4.3 below shows the engagement between the Commission and the Community of Isenda Primary School



Picture 4.3: EOC Field team interacting with Parents of Isenda Primary School, Mayuge district

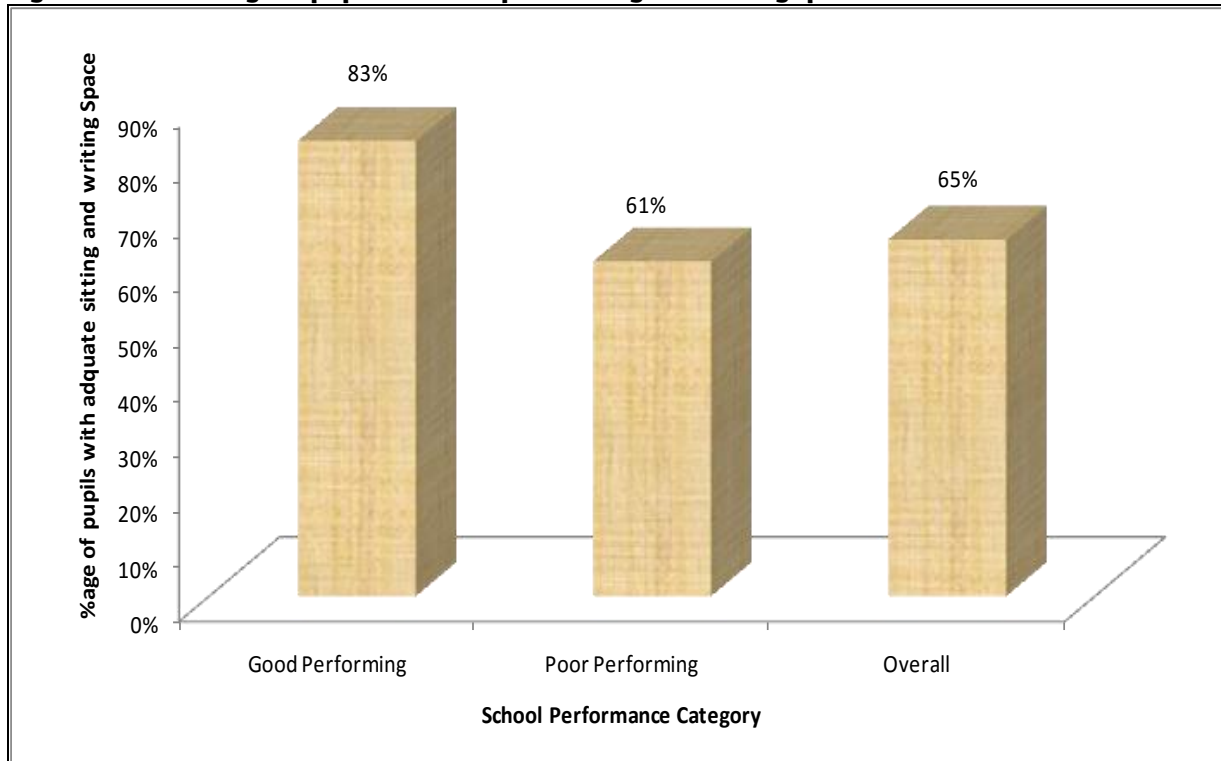
The community reported a number of concerns that they attributed to be responsible for the poor performance of the school for the last 18 years. Emerging concerns by youth, women and older persons included the following;

- i. The youth representative in the meeting attributed the poor performance to laxity of the teachers. He noted that the teachers never teach and they spend most of their school time in the nearby trading centre.
- ii. The women representative in the meeting attributed the poor performance to the poor attitude of the parents. She indicated that on average learners attend once or twice a week and that parents are unwilling to feed the children while at school.
- iii. The older person's representative in the meeting reported that the recently transferred head teacher would come to school once a month and that this made teachers also to abandon teaching.

4.4.5.5 Availability of sitting space

Availability of sitting and writing space is key in facilitating equitable teaching and learning. Figure 4.8 below presents the findings of the examination on availability of sitting and writing space with the good and poor performing schools;

Figure 4.8: Percentage of pupils with adequate sitting and writing space



Source: EOC 2015/2016

The total enrolment in the 340 schools sampled was 268,114 pupils (53,518 good performing; 214,596 poor performing). Out of the total enrolment, only 174,732 (65%) had adequate sitting and writing space. The good performing schools had an advantage of 22% against the poor performing schools.

4.4.6 Factors attributed to the disparities in school performance

Through audits in various districts the Commission established factors causing performance disparities including school inspection, head teacher commitment, pupil textbook ratio, programming study periods and the relationship between the school and the community. These are further elaborated in sections below.

4.4.6.1 School inspection

Monitoring the education system, tracking standards and performance levels helps in identifying school failures. Findings of inspection can be used to identify aspects requiring attention and improvement in individual schools; to clarify performance of education system as a whole; and to inform national and regional educational policy, practice, and development. Inspection, as a mode of monitoring education, offers the following major benefits:

- i. It gives inspectors an opportunity to observe classrooms and, thereby, a better basis for discussing the development of the school with Headteachers;
- ii. It gives school inspectors an opportunity to learn about the schools, the Headteachers, the teachers, the curriculum, and the students and indicates which way forward;
- iii. It can be a potential learning experience for those involved;
- iv. It should provide useful information for parents in their choice of schools;
- v. It leads to a better understanding of schools;
- vi. It enhances staff cooperation and public recognition that the school is on the right track; and
- vii. It boosts staff morale;

In addition, inspection findings are important in view of the government's guidelines on school development planning and should provide the basis for national evaluation of education.

Inspection is built upon a number of assumptions and ideas about schools that raise the possibility that new inventions are possible. The following four basic assumptions underlie school inspection:

- i. Inspection is an effective and cost-effective method for improving schools;
- ii. The inspection process leads to a set of recommendations which describe the main areas requiring improvement;
- iii. Improvement of schools through inspection can be gauged from the extent to which the recommendations are implemented; and
- iv. Those in authority know and understand the objectives and goals of the school so well that they can assume superior academic and professional roles over teachers and pupils.

The Commission examined the level of inspection within the good and poor performing schools and the findings are presented in Table 4.7 below

Table 4.7: Number of Times the primary schools were inspected by the district in the Year 2015

Performance Status	More than two	None	One	Two	G.Total
Good Performing	61	3	9	10	83
Poor Performing	210	2	10	35	257
Grand Total	271	5	19	45	340

Source: EOC 2015/2016

Results reveal that majority of the schools were inspected at least once in the calendar year 2015. However, it was noted that a number of districts do not have motor cycles for the school inspectors. In addition, most of the hard-to-reach schools are compromised when it comes to inspection. A case in point is Nabiwutulu Primary School (hard –to-reach) located in Bulambuli District. The picture below shows the initial structure that was started by the community;

Classroom Block constructed by the community at Nabiwutulu primary;



Source: EOC Audit 2016

Nabiwutulu primary school was started by the Community that put up a temporary structure. Upon request to take over the school, government constructed two permanent blocks, deployed teachers and also provided instructional materials. Nabiwutulu Primary School is a hard to reach school located in the second layer of mountain Elgon in Bulambuli District. The district is the 3rd worst performer in Uganda with a performance quality/index of 32.4% (Male 36.2%; Female 28.9%). A total of

100 pupils sat for PLE in Nabiwutulu Primary School out of which 67 candidates obtained F.9 in all the four subjects. The overall quality of the school performance was rated at 13%. Below is the new permanent block that was provided by government;

Photo showing the new permanent classroom block constructed and equipped by government.



Source: EOC Audit 2016

The Bulambuli district official from the education and sports department in the photo above attributed the poor performance of the school to teacher and pupil absenteeism. It was also noted that the education department does not have any official means of transport to facilitate school inspection and monitoring.

The Commission also interacted with the Chairperson of the village and he attributed poor performance to lack of a nursery section, irregular school inspection and lack of cooperation by parents to provide food and to regularly send children to school.



Picture: Chairperson of Nabiwutulu attributing poor performance of the schools to lack of a nursery section, irregular school inspection and lack of cooperation by parents to provide food and to regularly send children to school.

4.4.6.2 Headteacher's commitment and school performance

Among the key factors attributed to poor and good performance of schools was the commitment of the Head teachers and their willingness to work closely with their teachers. In some of the schools visited, it was reported that some Headteachers are only interested in UPE Capitation grants and they never involve the teachers to plan for the school effectively using the allocated resources. A case cited among the poor performing schools was Kapitsa Primary school in Butaleja district where a total of 96 candidates sat for PLE in 2015 out of which 67 (70%) scored F.9 in all the four subjects. The overall school performance quality/index was 12%.The school had all the basic facilities but it was among the poor performing schools.

The Commission team interacted with the school and it was noted that there was no collaboration between the teachers, the Head teacher and the Community.

In addition, the teachers in the school raised concern about their remuneration that had negatively impacted on their morale and well-being.



Picture 4.5 A primary seven class a teacher of Kapitsa primary school is located in Butaleja district was found teaching learners in bare footed.

4.4.6.3 Pupiltext book ratio

Availability of teaching and learning instructional materials within schools contributes to learner performance. Among the roles of government is to ensure that instructional materials are equitably distributed in all schools at a standard ratio of at least 1:3. Table 4.8 below presents the pupil textbook ratio within the good and poor performing schools;

Table 4.8Pupil textbook ratio within schools by subject and class;

Class	Subject	Pupil Text Book Ratio by Subject		
		Good Performing	Poor Performing	Grand Total
P.1	Agriculture	22	151	74
	English	2	3	3
	Integrated Production Skills	92	191	160
	Kiswahili	103	248	198
	Local Language	5	8	7
	Mathematics	5	7	7
	Performing Arts & Physical Education	94	140	128
	Religious Studies	20	84	52
	Science	11	27	21

Class	Subject	Pupil Text Book Ratio by Subject		
		Good Performing	Poor Performing	Grand Total
	Social Studies	10	28	21
	Average	36	89	67
P.2	Agriculture	17	67	51
	English	2	9	3
	Integrated Production Skills	78	310	124
	Kiswahili	93	373	178
	Local Language	5	21	9
	Mathematics	4	16	6
	Performing Arts & Physical Education	115	461	107
	Religious Studies	11	45	35
	Science	8	33	17
	Social Studies	9	36	18
	Average	34	137	55
P.3	Agriculture	13	29	23
	English	2	4	3
	Integrated Production Skills	102	88	91
	Kiswahili	48	177	115
	Local Language	4	13	9
	Mathematics	3	4	4
	Performing Arts & Physical Education	110	75	80
	Religious Studies	20	34	30
	Science	4	8	6
	Social Studies	5	7	6
	Average	31	44	37
P.4	Agriculture	5	6	6
	English	2	4	4
	Integrated Production Skills	26	34	32
	Kiswahili	15	51	35
	Local Language	8	9	9
	Mathematics	3	4	4
	Performing Arts & Physical Education	38	19	21
	Religious Studies	6	9	8
	Science	4	6	6
	Social Studies	4	5	5
	Average	11	15	13
P.5	Agriculture	4	6	5
	English	1	4	3
	Integrated Production Skills	29	25	26

Class	Subject	Pupil Text Book Ratio by Subject		
		Good Performing	Poor Performing	Grand Total
	Kiswahili	14	16	15
	Local Language	11	11	11
	Mathematics	3	4	4
	Performing Arts & Physical Education	35	18	20
	Religious Studies	9	11	11
	Science	3	5	4
	Social Studies	3	5	4
	Average	11	11	10
P.6	Agriculture	5	6	6
	English	2	4	3
	Integrated Production Skills	42	26	28
	Kiswahili	20	14	15
	Local Language	11	11	11
	Mathematics	3	4	4
	Performing Arts & Physical Education	31	19	21
	Religious Studies	9	12	11
	Science	3	5	4
	Social Studies	3	5	5
	Average	13	11	11
P.7	Agriculture	4	5	5
	English	1	3	2
	Integrated Production Skills	31	19	21
	Kiswahili	17	7	8
	Local Language	9	21	16
	Mathematics	2	3	3
	Performing Arts & Physical Education	22	15	17
	Religious Studies	6	6	6
	Science	2	4	3
	Social Studies	2	4	3
	Average	10	9	8

Source: EOC 2015/2016

Findings reveal no significant difference between the pupil text book ratio within the good and poor performing schools across all classes. In all the schools visited, teachers reported that government has done its work and textbooks have been supplied.

4.4.6.4 Programming of study periods

All schools are required to have a termly time table to guide the teaching and learning process. The Commission reviewed the programming of the various subjects on the school time table and the findings are presented in Table 4.9 below;

Table 4.9: Average number of programmed study period by subject and class

Class		Subject	Good Performing	Poor Performing	Overall
P.1		Agriculture	1	1	1
		English	4	4	4
		Integrated Production Skills	1	1	1
		Kiswahili	0	1	0
		Local Language	2	2	2
		Mathematics	3	3	3
		Performing Arts & Physical Education	2	3	3
		Religious Studies	2	2	2
		Science	2	2	2
		Social Studies	2	1	1
P.2		Agriculture	1	1	1
		English	5	4	4
		Integrated Production Skills	1	1	1
		Kiswahili	0	1	1
		Local Language	3	4	4
		Mathematics	4	4	4
		Performing Arts & Physical Education	2	3	3
		Religious Studies	2	3	2
		Science	3	2	2
		Social Studies	2	1	1
P.3		Agriculture	1	1	1
		English	5	5	5
		Integrated Production Skills	1	2	1
		Kiswahili	0	1	1
		Local Language	2	3	2
		Mathematics	4	4	4
		Performing Arts & Physical Education	2	3	3
		Religious Studies	2	2	2
		Science	2	2	2
		Social Studies	2	2	2

Class		Subject	Good Performing	Poor Performing	Overall
P.4		Agriculture	1	2	2
		English	5	5	5
		Integrated Production Skills	1	2	1
		Kiswahili	0	1	1
		Local Language	2	2	2
		Mathematics	4	4	4
		Performing Arts & Physical Education	2	3	3
		Religious Studies	2	2	2
		Science	4	4	4
		Social Studies	3	3	3
P.5		Agriculture	2	2	2
		English	5	5	5
		Integrated Production Skills	1	2	1
		Kiswahili	0	1	1
		Local Language	1	2	2
		Mathematics	4	4	4
		Performing Arts & Physical Education	2	3	2
		Religious Studies	2	2	2
		Science	4	4	4
		Social Studies	4	3	4
P.6		Agriculture	1	2	2
		English	5	5	5
		Integrated Production Skills	1	2	1
		Kiswahili	0	1	1
		Local Language	1	2	2
		Mathematics	5	4	4
		Performing Arts & Physical Education	2	3	2
		Religious Studies	2	2	2
		Science	4	4	4
		Social Studies	4	4	4
P.7		Agriculture	2	2	2
		English	5	5	5
		Integrated Production Skills	1	2	1
		Kiswahili	0	1	1
		Local Language	1	2	2
		Mathematics	4	4	4

Class		Subject	Good Performing	Poor Performing	Overall
		Performing Arts & Physical Education	1	3	2
		Religious Studies	2	2	2
		Science	4	4	4
		Social Studies	4	4	4

Source: EOC 2015/2016

All the schools assessed (good performing and poor performing) had more less the same number of periods. However, what came out was that there is a very high level of laxity by both the teachers, Headteachers, learners and parents within the poor performing schools. The Commission's observation is in conformity with the remarks of the Hon State Minister for Primary Education on that appeared in Daily Monitor the 26th of May 2016. The article read as follows;

The Bamunanika County MP, Dr. John Chrysostom Muyingo has vowed to push for legislation that prescribes penalties for parents who don't send their children to school. Dr Muyingo, who is the out-going State Minister for Primary Education, says the Education Act 2008, needs to be strengthened if the nation's children are to benefit from universal education. He noted that, "My first assignment in the 10th Parliament will be to push for amendments to the Education Act 2008. We need strict penalties for parents who do not want to take children to school, including those who do not want to feed children while in school."

4.4.6.5 The Relationship between the school and the community

Head teachers and the teachers within the schools visited sited the role of the Community to be very instrumental as far as school performance is concerned. Schools that had a good relationship with the community had a regular and high pupil school attendance, food provided by the parents for the learners and sometimes the teachers inclusive. A number of cases were also noted where parents also made financial contributions towards learning. Cases in point include; Kabaale Public Primary School in Hoima district and Nampologoma Primary School. On contrary, majority of the schools whose performance was poor lacked commitment from the parents consequently the learners are not provided with adequate learning materials. In such communities, it is rare to find children getting lunch while at school and pupil attendance is very irregular.

4.4.6.6 Commitment of the head teachers towards school management

In quite a number of schools, performance was attributed to the Headteachers. Schools whose head teachers were very committed had good or fair performance as compared to those whose commitment was lacking.

In the hard to reach schools, it was reported by the members of the Community that the Head teachers were never in school. This left teachers unsupervised and as a result even the teachers resorted to absenteeism. Among the schools where head teacher absenteeism was a serious problem include; Kapista Primary School and Bugombe Primary School in Butaleja district, Isenda Primary School in Mayuge and Nabiwutulu Primary School in Bulambuli among others.

The Commission also observed a challenge of lack of collaboration between the Head teachers and the teachers in the poor performing schools. In some of the instances, the poor relationship was being caused by the UPE capitation grants. Some teachers expected to be part and parcel of the plans regarding utilisation of the funds but on the contrary they were not being involved by the school heads.

4.4.6.7 Subjecting learners to regular examination, class work and home work

Schools whose performance was good were subjecting their learners in upper classes to regular examination, Class Work and Home Work. On average, such schools give exams to learners at an interval of at least once a month. It was reported that this arrangement exposes learners and enhances hard work. On the contrary, poor performing schools subject learners to only one end of term exams. This arrangement breeds a lot of laxity both among the teachers and the pupils.

4.4.6.8 Remedial teaching

All schools that registered good performance were offering remedial teaching whenever necessary. On contrary, schools whose performance was poor, remedial teaching was uncommon. However, it was observed that in most cases the good performing schools were receiving additional motivation from the Community. This arrangement was uncommon in hard to reach schools due to the fact that such locations are associated with high poverty levels and low attitude towards education.

4.4.6.9 Availability of teacher's houses

Availability of teacher's houses was among the factors attributed to good and poor performance. School that had teacher's houses was found to be performing fairly well as compared to those without teachers houses. Lack of teacher's houses was serious problem in some of the poor performing schools.

The picture below presents a grass thatched house shared by two teachers in Anyola Primary School, Atyak Sub-county, Zombo district.



Picture 4.6: A grass thatched teacher's house shared by two teachers in Anyola Primary School

4.4.6.10 Child labour

Involvement of children in labour activities during school hours is another attribute of poor performance. There are a number of schools whose learners are vulnerable to child labour. Among the schools reported to have a high rate of pupil absenteeism due to child labour include; Nabiwutulu primary school in Bulambuli district, Alokolum Primary School located in Nwoya district Anaka Sub-county, Baar primary school located in Lira district Baar Sub-county and a number of schools in Busoga sub-region due to the sugar plantations.

4.5 Recommendations

S/N	Performance Gap	Likely Risk	Recommendation	Responsibility Centre
1	There is inadequate supervision within poor performing schools by both the parents, Head teachers, Local Leaders and the District	Low quality of education and skills provided to learners hence poor performance	Developing and tracking a stakeholder score card at school level. This score card will enable the sector to know who is not executing his or her roles and responsibilities. Among the stakeholders should include; Central Government, the District Local Government, Politicians, Pupils, Parents/Community, School Management Committee, the Head	MoESTS LGs Community Head teachers Teachers
2	The rate of absenteeism among	The school will not		

S/N	Performance Gap	Likely Risk	Recommendation	Responsibility Centre
	the teachers and Head teachers is very high among the poor performing schools	complete the syllabus for all classes.	teacher and the Teachers Head teachers whose schools persistently perform poorly for three consecutive years should be subjected to demotion	
3	Lack of teacher's houses in hard to reach schools	High teacher absenteeism	There be deliberate affirmative action for the worst performing schools to attract teachers to these schools. For example the review policy to support teachers in hard to reach areas to provide for better terms, provide food to teachers and pupils in school.	MoESTS LGs
	Lack of learning materials in many schools to cater for special needs education	School drop out for children with disabilities	Fast-track operationalisation of the policy for special needs education and provide for budgetary allocations to procure learning materials e.g. braille embosser for schools	MoESTS
4	Lack of facilities in schools e.g. classrooms, toilets etc. to provide conducive learning environment for pupils with special needs.	School drop out for children with special needs	Strengthen monitoring and compliance of schools to mainstream physical accessibility concerns when building school infrastructure.	MoESTS LGs

CHAPTER FIVE

STATE OF EQUAL OPPORTUNITIES IN AGRICULTURE

5.0 Introduction

This Chapter presents the state of equal opportunities in the Agriculture Sector focusing on the Operation Wealth Creation Programme. The Agriculture sector in Uganda employs approximately 66% of the country's working population¹³ majority of whom are women, the rural poor, older persons and youth among other categories of the Marginalised. The Ministry of Agricultural Animal Industry and Fisheries (MAAIF) is tasked with increasing rural incomes and livelihoods through improved household food and nutrition security. MAAIF oversees eight semi-autonomous agencies, including the National Agricultural Advisory Service (NAADS) which is implementing the agriculture component of the Operation Wealth Creation (OWC) Programme.

5.1 Legal and Policy Framework in Agriculture sector

The agricultural sector is guided by the national, regional and international legal and policy framework. The framework aims to enable all people to access agricultural services. They also provide mechanisms for the realisation of equal opportunities among the marginalised groups to have access and use of services in the sector.

The legal and policy framework within which agricultural services are provided is derived from the 1995 Constitution of the Republic of Uganda (as amended). The national objective XI (ii) of the 1995 Constitution of the Republic of Uganda provides that the state shall "stimulate agricultural, industrial, technological and scientific development by adopting appropriate policies and enactment of enabling legislation". In addition, objective XXII (a) provides that the state shall "take appropriate steps to encourage people to grow and store adequate food".

Under the regional commitments, Uganda is signatory to the Comprehensive Africa Agriculture Development Programme (CAADP) which is an initiative of the New Partnership for Africa's Development (NEPAD), itself an initiative of the African Union. The main goal of CAADP is to help African countries reach a higher path of economic growth through agriculture-led development on the basis of a set of key principles and targets. The CAADP requires all subscribing countries to ensure agriculture-led growth as a main strategy to achieve Development Goals. It also requires countries to allocate at least 10% of the national budget to agriculture and governments to ensure the pursuit of a 6% average annual growth rate for the agricultural sector.

¹³UNHS,2014

The overall policy framework for socioeconomic and political development in Uganda for the period of 2015/16 – 2020/21 is the National Development Plan (NDP) II. The NDP II envisages the agriculture sector as an engine for employment creation, poverty reduction and industrialization and therefore recognises agriculture as one of the key productive sectors driving the economy. The key strategic objectives of the sector are; (i) Increase agricultural production and productivity; (ii) Increase access to critical farm inputs, mechanization and Water for Agricultural Production; (iii) Improve agricultural markets and value addition for the 12 prioritized commodities; (iv) institutional strengthening for agricultural development.

These priorities are aligned to contribute to national development obligations towards achievement of sustainable development goals that particularly relate to agriculture. These are;

Goal 1: End Poverty in All Its Forms Everywhere;

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture;

Goal 12: Ensure Sustainable Consumption and Production Patterns.

The legal and policy framework vest the following responsibilities for Central Government under the Agricultural Sector as provided in the policies below;

- i. National Agricultural Policy, 2013 with a vision to promote a Competitive, Profitable and Sustainable Agriculture Sector
- ii. National Agricultural Research Organisation Act ,1992 to promote agricultural research;
- iii. NAADS Act, 2001 to enhance agricultural advisory services delivery;
- iv. The Uganda Coffee Development Authority Act,1994 to promote coffee production;
- v. Animal Breeding Act,2001 to establish a comprehensive National Animal Breeding Programme in Uganda;
- vi. Cotton development Act,1994 to promote cotton the production, processing, and marketing of cotton in Uganda
- vii. Dairy Industry Act,1998 to promote production and marketing of milk in Uganda

Despite Uganda's national, regional and international commitments in this sector, agriculture still receives less than 3.5% of the national annual budget. As a result, Uganda is still lagging in a low-income trap, with low levels of socio-economic transformation. The share of the agricultural sector in Uganda's total gross domestic product (GDP) has been declining yet agriculture has the potential to be an instrument for poverty reduction.

5.2 Budget share of the agricultural sector

The share of the sector has ranged between 2.5 % - 3.5% of the national budget over the past 5 years. Low public funding has contributed to a decline in Uganda's agricultural output and productivity. Apparently, Uganda's agricultural annual growth rate is still below 6%¹⁴. Table 5.1 below shows the budget allocation to the Ministry of Agriculture and Fisheries for the period 2012/13-2016/17.

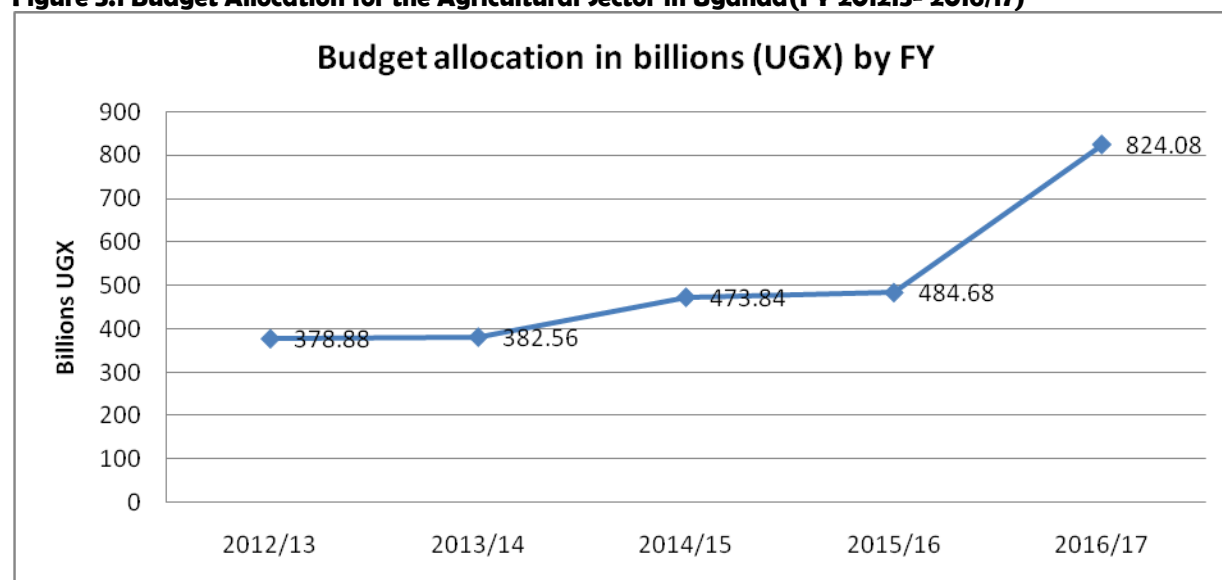
Table 5.1 Financing of the Agriculture Sector FYs 2012/13-2016/17

FY	Budget allocation in billions (USh.)	% share of budget
2012/13	378.88	3.4
2013/14	382.56	3.0
2014/15	473.84	3.2
2015/16	484.68	2.7
2016/17	824.08	3.2

Source: MoFPED, 2016

As reflected in the table 5.1 above The Agriculture sector has not received more than 3.5% share of national budget for the past five years since 2012/13. The allocations are still short of the Maputo /CAADP declaration of at least 10% allocation of the national budget to the agriculture sector, which Uganda committed to implement. These shortfalls have certainly constrained the sector from achieving its objectives due to limitation of funds.

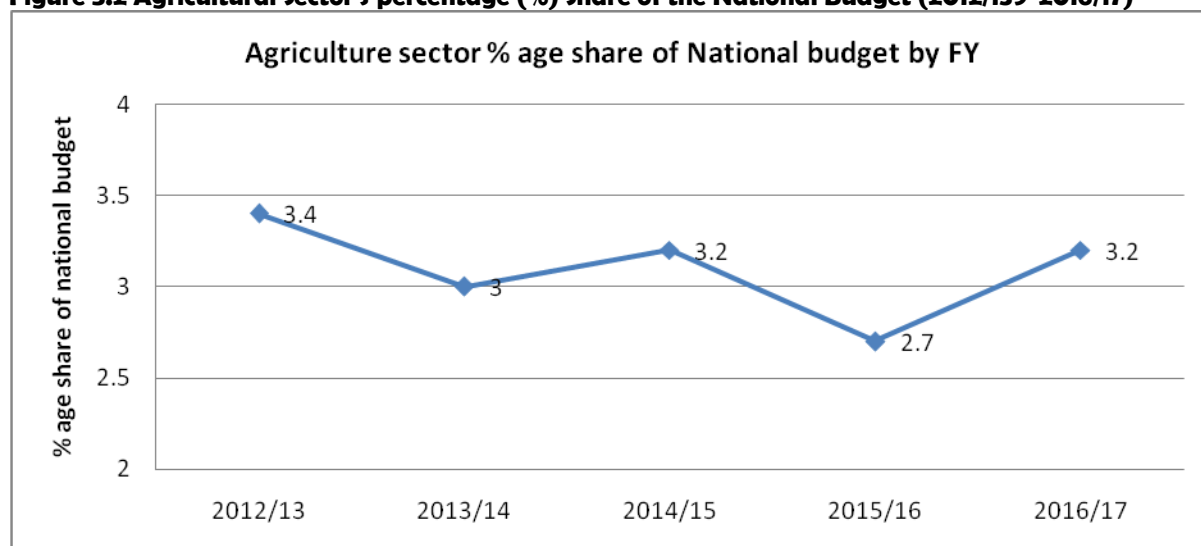
Figure 5.1 Budget Allocation for the Agricultural Sector in Uganda (FY 2012/13- 2016/17)



Source: MoFPED, 2016

¹⁴6% annual growth rate is the set target under the Declaration on the Comprehensive Africa Agriculture Development Programme (CAADP).

Figure 5.2 Agricultural Sector's percentage (%) Share of the National Budget (2012/13-2016/17)



Source: MoFPED, 2016

As much as there was an improvement in the budget allocation for agriculture sector to about 3.21% during this FY 2016/17, (Figure 5.1 and Figure 5.2), it remained lower than the recommended target of 10% of the national budget by the CAADP. This means that the government has to continuously improve the %age share of the agricultural sector budget in order to achieve the national, regional and international commitments.

5.3 Interventions of EOC under in the Agriculture Sector

From the foregoing and in line with the Commission mandate, the focus this Financial Year in this sector was on implementation of OWC programme under the Agriculture sector. To this end, the Commission carried out a number of activities within the agricultural sector to ensure compliance with equal opportunities and affirmative action. The activities included;

- i. The Commission carried an Audit on the Operation Wealth Creation programme in 25 districts namely; Kalangala, Pader, Lira, Nwoya, Napak Bulambuli, Kaberamaido, Ngora, Kotido, Buikwe, Hoima, Buliisa, Nakapiripirit, Moroto, Mayuge, Luwero, Zombo, Masaka, Kasese, Kamwenge, Isingiro and Rukungiri. Among the key finding was distribution of small quantities of inputs which facilitated discrimination in most of the districts.
- ii. The Commission trained four technical Staff from the sector on mainstreaming concerns of gender and equity in plans and budgets.
- iii. The Commission assessed the Budget Framework Paper for the Agricultural Sector on its compliance with gender and equity requirements. The Sector's overall compliance level was 54%.
- iv. Lastly, the Commission also assessed all votes under the Agricultural sector. The Sector comprises of majorly seven (7) votes namely: Ministry of Agriculture, Animal

& Fisheries (010), Dairy Development Authority (121), Kampala Capital City Authority (122), National Animal Genetic Resources Centre and Data Bank (125), National Agricultural Research Organisation (142), NAADS Secretariat (152), Uganda Cotton Development Organisation (155), Uganda Coffee Development Authority (160) and Local Governments (501-850).

5.3.1 Agriculture sector level of compliance with gender and equity requirements

Table 5.2 below presents the assessment results on compliance of the Budget Framework Paper for the Agriculture Sector with gender and equity requirements for the Financial Year 2016/2017;

Table 5.2: Assessment results of the agriculture sector

BFP Sections		Compliance Area	Assessment Remarks	Assessed Score
1. Sector overview	1.1 The Sector contribution to Inclusive Growth (NDP II)	a. Reflects the sector contribution to the NDPII goal/objective s/ priority areas from a gender & equity perspective	i. Only equity was highlighted. Elements of Gender equality were not reflected and the issue of social inclusion and participation were lacking in the sector overview. ii. Elements of equity by location were reflected under outcome 1 (from p. 7) e.g. maize seed to 103 Districts (93%) and bean seed to 94 Districts. The sector should provide gender disaggregated data and also indicate how the various vulnerable and marginalised groups including youths, women, older persons, PWDS and ethnic minorities access, participate and benefit from the sector for all inclusive growth.	1/5
		b. Sector objective reflects gender and equity concerns	i. The sector objectives are both explicit and implicit in addressing gender and equity issues. Ref: (iii) Medium Term Sector Policy Objectives.	5/5
	1.2 Key Performance Issues	a. The sector states gender and equity issues	i. The sector clearly identified and highlighted gender and equity issues e.g. Gender imbalances within the farming community in Uganda. ii. However sector data needs to be disaggregated by sex, age and disability.	4/10
2. Sector Past Performance	2.1. Physical & financial Performance	a. Gender outputs for the period under review	i. The equity outputs by location, age and disability were reflected. However to the	6/10

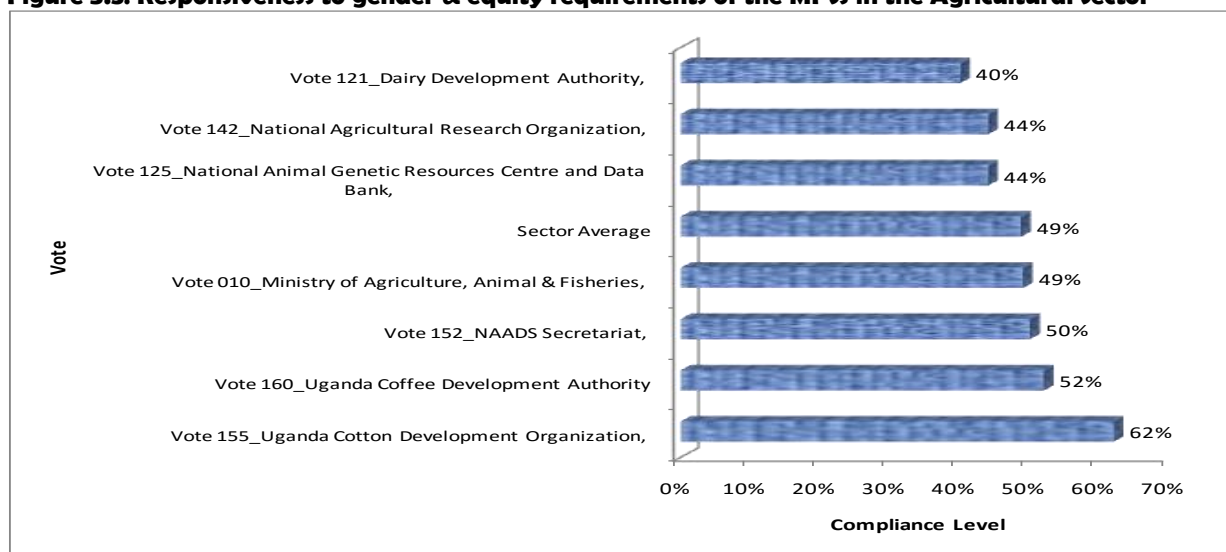
BFP Sections		Compliance Area	Assessment Remarks	Assessed Score
ce and Medium Term Plans		b. Equity outputs for the period under review	contrary the Sectors BFP was not responsive to gender outputs.	
		c. Budget utilisation on G&E during the period under review at the Vote function level.	ii. Specific disaggregation should be made for the data to reflect the level of benefit and access from a gender perspective.	
	2.2 Medium Term Plans	a. Mechanisms for promotion of G and E in the sector	i. Mechanisms were articulated under cross cutting issues at the respective vote levels.	5/5
		a. G&E outputs & activities planned for the medium term to ensure equitable service delivery	i. Only equity responsive interventions (by location) were highlighted. ii. The sector ought to state the G&E outputs & activities planned for the medium term to ensure equitable service delivery.	2/10
		b. Specify priority outputs, targets, activities and indicators for the ensuing FY.	i. There were equity responsive Outputs (by location), for which allocation had been done. District Production Services. Equity outputs should however be further disaggregated on age and disability. ii. Specific Gender responsive outputs for the ensuing year should also be stated.	2/10
		c. Outcome/output indicators	i. There were no outcome indicators but output indicators are highlighted under vote specific cross cutting policy issues and proposed outputs. ii. Equity output indicators should however be further disaggregated by age and disability. The specific Gender responsive outputs/outcome indicators for the ensuing year should also be stated.	6/10
3. Sector Allocations	3.1 Allocations	a. Specified budget allocations to priority outputs addressing Gender and	i. The sector specified budget allocations to addressing gender and equity issues. These allocations however were meager in comparison to the planned interventions and outputs.	18/30

BFP Sections		Compliance Area	Assessment Remarks	Assessed Score
		Equity issues by vote function	ii. The sector should identify more gender and equity issues that may hinder access, participation and benefit of services in the Agriculture sectors and allocate sufficient resources to address these concerns.	
4. Sector Challenges	4.1 Medium Term Challenges	a. Internal challenges b. External challenges c. Emerging issues (including solutions)	i. Challenges were highlighted, together with the proposed solutions as indicated in the Sector Overview of the BFP on p. 4.	5/5
Overall Compliance Level				54%

5.3.2 Responsiveness to gender and equity requirements for the Ministerial Policy Statements in the Agricultural Sector

The Commission examined the extent to which the various votes within the Agricultural Sector have taken care of gender and equity needs for the Financial Year 2016/2017. Overall performance with respect to the four areas of focus (past performance, medium term plans, vote allocations for ensuing year and performance issues) for each of the 7 votes assessed is presented in Figure 5.3 below:

Figure 5.3: Responsiveness to gender & equity requirements of the MPs in the Agricultural Sector



Source: EOC MPS Assessment 2016/2017

5.4 The Operation Wealth Creation Programme

The Ministry of Agriculture Animal Industry and Fisheries has the mandate of extension of agricultural services. The NAADS Secretariat undertakes procurement and supply of agricultural inputs to districts for distribution to farmers through the Operation Wealth Creation agents.

The mission of the OWC Programme is 'improvement of household incomes for poverty eradication, wealth creation and overall prosperity of Ugandans through facilitation of sustainable commercial agricultural production'. The programme aims at enhancing household participation in commercial agricultural production through community mobilization, equitable and timely distribution of agricultural inputs, and facilitation of agricultural production chains.

According to the Standing Orders of Procedure for Operation Wealth Creation, the guiding principles for the programme are;

- i. Non-partisan;
- ii. Equity and affirmative action;
- iii. Integration of OWC programmes into district Local Government department activities;
- iv. UPDF officers are complimentary to, and not replacing agricultural extension officers;
- v. Inclusiveness and teamwork;
- vi. Work at district and constituency levels;
- vii. Gender consideration (target men, women, youths and other farming interest groups).
- viii. Political leaders to always be involved and informed of the progress of the programme;
- ix. Identification of beneficiaries to be done by the village assemblies on the basis of need and capacity to manage and preparedness to sustain the enterprise.
- x. The enterprise selection should be based on zoning as agreed in the sole zonal conferences organised by H.E. the President in the State House, March 2012.

The overall objective of OWC is to create a system that facilitates effective national socio- economic transformation with a focus on raising household incomes for poverty eradication and sustainable wealth creation.

5.5 Compliance with Equal Opportunities in the Implementation of the Operation Wealth Creation Programme

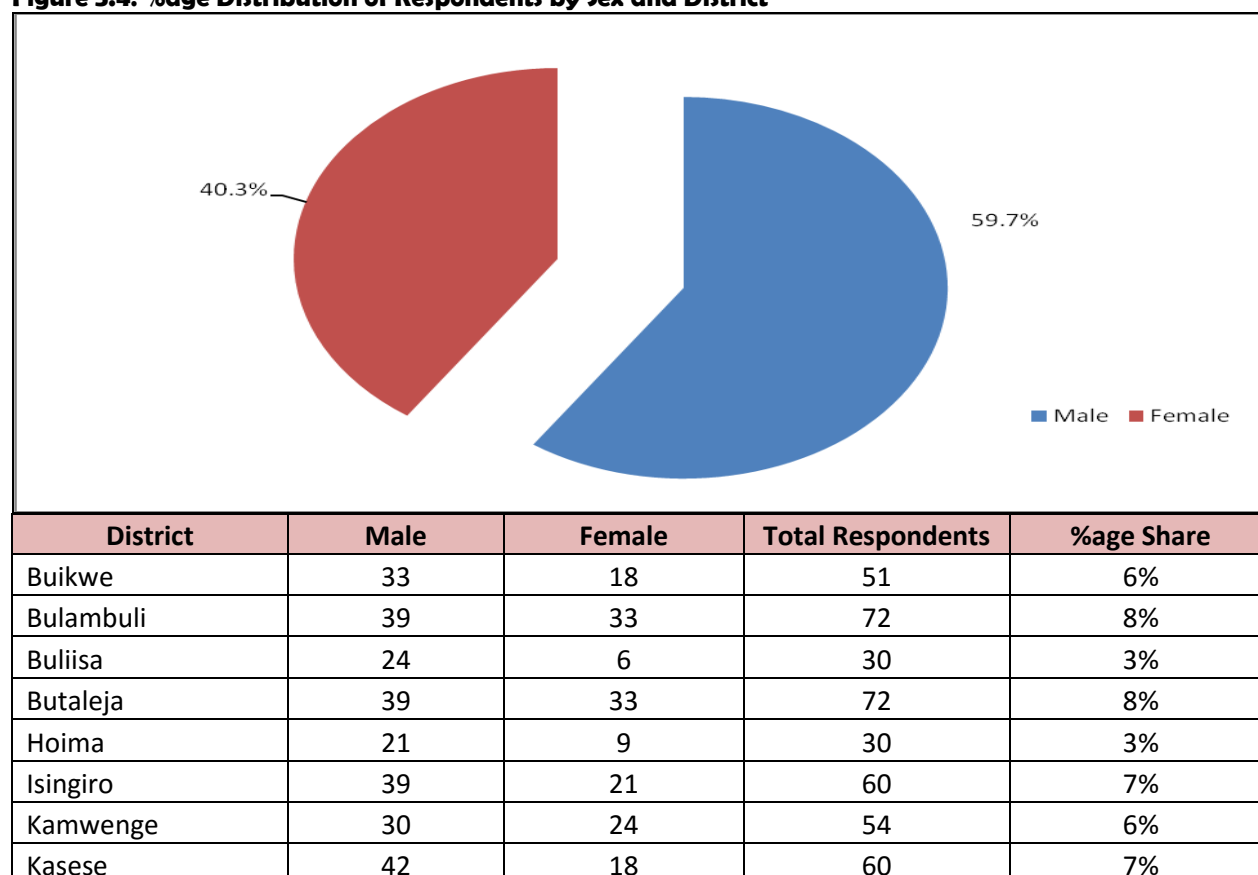
The Equal Opportunities Commission conducted an Audit on the state of equal opportunities in the implementation of the OWC. This was undertaken in compliance with Section 14, (1) of the EOC Act, 2007. During the exercise, the Commission focused on 13 areas namely; (i) Compliance with equity, gender and inclusion in the selection of

beneficiaries, (ii) Training of Local Government Staff in the Production Department on Equal Opportunity requirements in the Implementation of the Operation Wealth Creation Programme, (iii) Emphasis of equal opportunities in the delivery of OWC programme, (iv) Arrangements to provide services to all without any discrimination and marginalisation, (v) Arrangements to provide services to the vulnerable groups of people, (vi) Actions taken to address discrimination in programme implementation, (vii) Cases of discrimination and marginalisation regarding the implementation of the OWC programme, (viii) Wide publicity of the farmer selection process to all stakeholders, (ix) Transparency and participation of all key stakeholders, (x) Equity in selection and spatial distribution within the village, (xi) Mainstreaming gender and equity (youth, PWDs, women, older persons) considerations, (xii) Access to or ownership of land and other production facilities and (xiii) Participation of all adults 18 years and above.

5.5.1 Gender distribution of respondents

The respondents were drawn from 15 districts in the various traditional regions of the country. The districts are; Buikwe, Bulambuli, Buliisa, Butaleja, Hoima, Isingiro, Kamwenge, Kasese, Lira, Luwero, Masaka, Mayuge, Moroto, Ngora, Nwoya and Zombo. Figure 5.4 below shows the %age share of participants by sex with respect to the 15 districts Audited;

Figure 5.4: %age Distribution of Respondents by Sex and District



District	Male	Female	Total Respondents	%age Share
Lira	21	9	30	3%
Luwero	24	36	60	7%
Masaka	30	30	60	7%
Mayuge	60	12	72	8%
Moroto	45	24	69	8%
Ngora	27	45	72	8%
Nwoya	12	18	30	3%
Zombo	33	15	48	6%
G.Total	519	351	870	100%

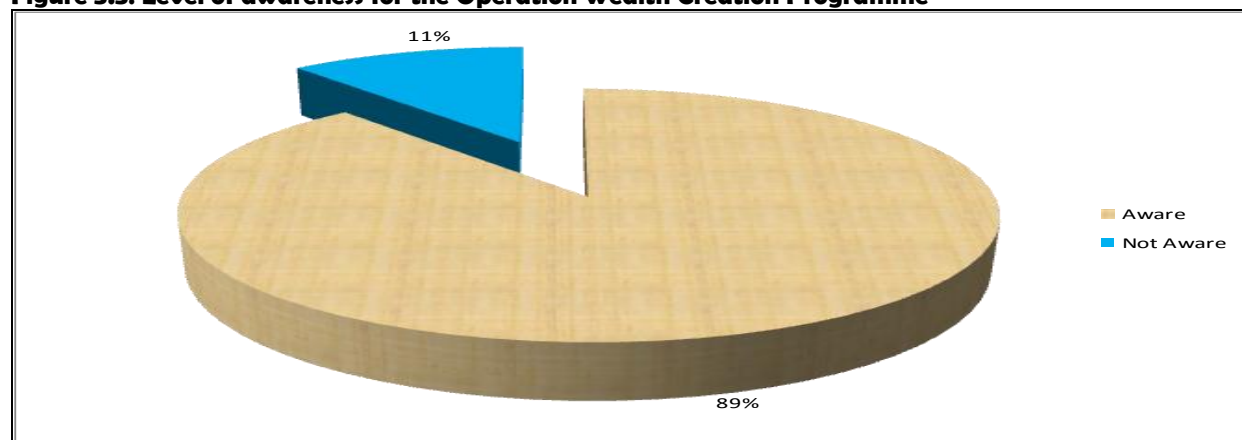
Source: EOC 2015/2016

Majority of the respondents were male with a share of 59.7% as compared to females whose share was 40.3%. The overall proportionate share drawn from each of the districts was 3% to 8%. It was a mandatory requirement to ensure that the main constituents of the marginalised persons are taken care of and these included youth, women, PWDs Ethnic Minorities and Older Persons among others.

5.5.2 Public awareness on the OWC programme

The Commission ascertained the level of awareness of the OWC programme and the findings are presented in Figure 5.5 below;

Figure 5.5: Level of awareness for the Operation Wealth Creation Programme



Source: EOC Audit 2015/2016

Out of 870 respondents that participated in the Audit exercise, majority (89%) had knowledge on the Operation Wealth Creation Programme while 11% were not knowledgeable at all. On a positive note, all the PWDs that participated in the Audit were knowledgeable about the OWC programme. Those that were not knowledgeable mainly included the youth (33%), the older persons (39%) and women (24%). It is important to note that lack of knowledge among some marginalised groups subjects them to more discrimination and marginalisation.

Audit findings revealed that radio, village meetings, political representatives and district officials were the most effective in sharing information on operation wealth creation.

Table 5.3: Channels of communicating OWC information

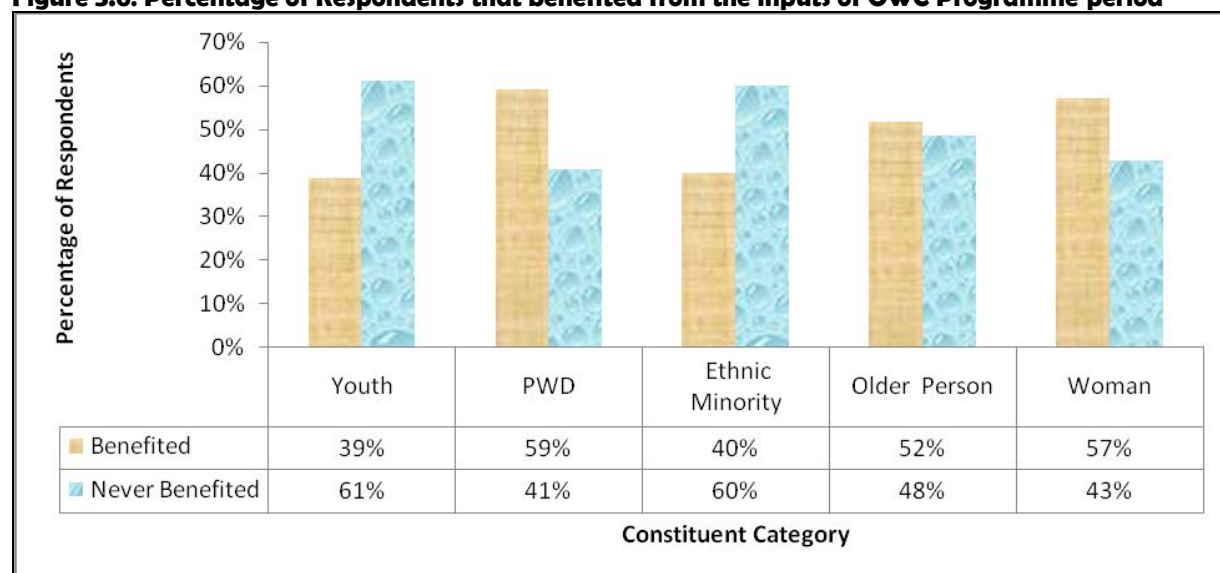
Communication Means	No. of Respondents	% of respondents
1. Radio	507	58%
2. Barazas	18	2%
3. Newspapers	126	14%
4. Billboards	12	1%
5. Notice Boards	63	7%
6. Local Radio Announcements	243	28%
7. Village Meetings	366	42%
8. Church	132	15%
9. Through a friend	243	28%
10. District Official	183	21%
11. CSOs	15	2%
12. Political Representative	267	31%

Source: EOC Audit 2015/2016

5.5.3 Beneficiaries of the Operation Wealth Creation Programme

The OWC programme was designed to benefit every farmer in the Country with more focus on the marginalised persons. The Commission ascertained the level of access to the OWC in the 15 districts sampled and the findings are presented in Figure 5.6 below;

Figure 5.6: Percentage of Respondents that benefited from the inputs of OWC Programme period



Source: EOC Audit 2015/2016

Overall, out of 870 people that participated in the Audit of the OWC programme, only 49% had benefited from the inputs while 51% were yet to benefit from the programme. Majority of those that were yet to benefit from OWC included youth and ethnic minorities. Among the causes attributed to being non beneficiaries was the fact that the programme usually supplies inadequate inputs which leads to discrimination when making selection on who should benefit.

5.5.4 Client Satisfaction Levels of the Operation Wealth Creation Programme

The Commission derived satisfaction levels of persons that participated in the Audit Exercise. The areas of focus included;

- i. Provision of Agricultural Advice
- ii. Quality of inputs
- iii. Quantity of in puts
- iv. Timely delivery of in puts
- v. Fairness in distributing in puts
- vi. Special Consideration of the Marginalised
- vii. Transparency
- viii. Sensitisation and mobilization of communities to receive inputs
- ix. Continuous Provision of Technical advice to farmers

Table 5.4 below presents the level of client satisfaction;

Table 5.4: Client satisfaction levels on the Operation Wealth Creation Programme;

S/N	Service	Satisfaction Level
1	Agricultural Advice	47%
2	Quality of inputs	51%
3	Quantity of in puts	35%
4	Timely delivery of in puts	35%
5	Fairness in distributing in puts	35%
6	Special Consideration of the Marginalised	32%
7	Transparency	47%
8	Sensitisation& mobilization of communities to receive inputs	42%
9	Provision of Technical advice to farmers	37%
10	Emphasizing inclusion, equity and non-discrimination	40%

Source: EOC Audit 2015/2016

With reference made to the 10 areas assessed, results revealed that the overall satisfaction level in the 15 sampled districts was 40%. With the exception of the quality of inputs whose satisfaction level was 51%, client's satisfaction for all the 9 areas of focus was below 50%. Discrimination in the distribution of inputs was reported to be very

common and this was attributed to inadequate supplies and timing for input distribution. A case in point is the recent distribution of inputs in Iganga district which turned into “survival for the fittest” at the expense of older persons, women and persons with disabilities among others.

Picture 5.1: Residents of Nakalama Sub-County, Iganga District fight for bean seeds at the sub-county headquarters



Source: The Daily Monitor Newspaper, 22nd April 2016.

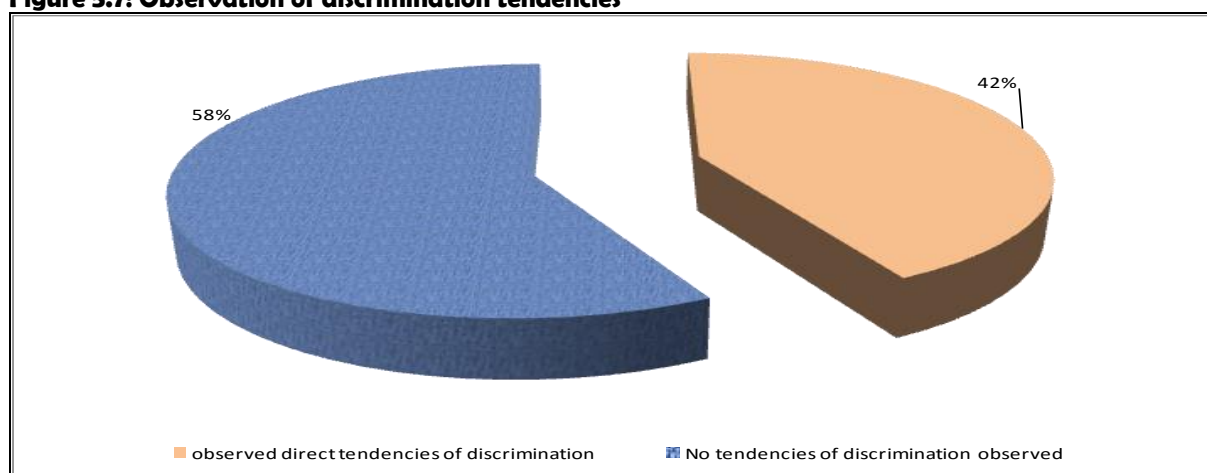
Another case in point was the low satisfaction on the quality of inputs. An example was found in Labori sub-county, Serere district where Mr. John Moses Emaru reported to have received low quality sorghum seeds that did not grow well hence likely to produce low yields.



Picture 5.2: Mr. John Moses Emaru of Labori Sub-county, Serere district displays plants that grew in his garden after planting low quality sorghum seeds

Further investigation revealed that in some cases there were direct tendencies of discrimination of beneficiaries as presented in Figure 5.7 below

Figure 5.7: Observation of discrimination tendencies



Source: EOC Audit 2015/2016

Out of 870 participants, 58% reported that they had not observed any direct tendencies of discrimination in the implementation of the OWC programme while 42% indicated that they had observed direct tendencies of discrimination within the programme. The dimensions of discrimination included among others; sex, age, ethnic origin, tribe, birth, Religion, health status, social or economic standing, political opinion and disability. Table 5.5 below presents the discrimination rates by basis;

Table 5.5: Discrimination rates

Discrimination Basis	Discrimination Rate
Age	13.10%
Political opinion	11.40%
Social or economic standing	8.30%
Sex	6.90%
Disability	3.80%
Tribe,	3.40%
Ethnic origin	1.40%
Health status	1.40%
Birth	1.00%
Religion	0.70%
Race	0.00%
Colour,	0.00%
Average	4.30%

Source: EOC Audit 2015/2016

The overall discrimination rate was 4.3% with sex, age, tribe, social or economic standing, political opinion and disability status being the major dimensions of subjecting people to discrimination and marginalisation.

In addition, it was reported that OWC does not have a deliberate mechanism for farmer selection. Apparently, under previous NAADS approach, selection was bottom up whereby farmers were given lee way to identify and select beneficiaries. With regard to OWC farmer selection is a bit top down from district to sub-county and community level hence may breed some form of discrimination especially based on political opinions/affiliation. Furthermore, the top down farmer selection limits participation, is biased, lacks ownership and is vulnerable to elite capture.

However, the districts are trying to address these issues by engaging the communities through sub-county leaders to identify beneficiaries based on set criteria (level of preparedness, willingness and capacity to manage the enterprises). Thereafter, the district technical personnel go ahead to follow up /assess readiness of the beneficiaries prior to actual distribution of the livestock.

5.5.5 Perception of beneficiaries of the Operation Wealth Creation Programme

During the Audit exercise, the Commission interacted with beneficiaries of the Operation Wealth Creation Programme and the following remarks were made;

- i. The LC of Buhanika pointed out that resources are not enough, the demand is so high yet the supply is very low in relation to the demand. Many farmers in the district registered and were promised to be given all that they requested for. However, the initial distribution was approximately 25% of what was expected.
- ii. In Hoima and Bulisa districts, it was reported that the timing for the supply of the seeds was not in line with the planting season. Consequently, some of the inputs were eaten by the farmers while others that were planted did not germinate properly.
- iii. In all the districts Audited, farmers had prepared two or more acres of land waiting to plant. However, most of them were disappointed by the inadequate supply.
- iv. In Hoima district, there was a concern among farmers for the supplier's reluctance in watering the seedlings and delivering them when they are very dry. This was evident for the coffee seedlings supplied in Hoima.
- v. Input distribution did not follow the lists that farmers had initially registered for. When they bring the products they supply randomly and in this case some people end up missing out or others get what they did not request for. A case of an older person in Hoima; She had requested for coffee but instead she was given 5kilograms of beans. However, on a negative note, the beans were supplied late which affected their proper germination.

- vi. Farmers are not given technical advice and follow up under the new programme. Consultations were made with the District Production Department and it was reported that the departments are constrained by man power to offer the support. In addition, it was reported that the departments lack facilitation.
- vii. In all the districts audited, the programme has supplied seeds only so far. It is hoped that as time goes on other areas will be supported such as fisheries, livestock, poultry and piggery.
- viii. Tendencies of the well-off benefiting more than the low income earners/poor were reported in all the districts audited.

Table 5.6: Key observations on the implementation of the OWC programme

Areas of focus	Status of Implementation
Training of Local Government Staff in the Production Departments on Equal Opportunity requirements in the Implementation of the Operation Wealth Creation Programme	<ul style="list-style-type: none"> i. In all the districts visited, staff of the production department had not been trained on how to ensure equal opportunities in the implementation of OWC. ii. It was noted that the programme was designed to benefit everyone and hence the implementers reported that there was no need to focus on equal opportunities. iii. Due to lack of adequate skills in mainstreaming equal opportunities and affirmative action during the first phase of the programme, the marginalised groups such as older persons, persons with disabilities, youth, women, child headed households, persons living with HIV were affected.
Emphasis of equal opportunities in the delivery of OWC programme.	<ul style="list-style-type: none"> i. It was noted that the emphasis is put on the number of people who have benefited. However, it is very important to categorise the number of beneficiaries by constituency. For instance, whereas the total number of beneficiaries was recorded in every district, it was very important to establish the number of beneficiaries who are women, youth, older persons, with disabilities, living with HIV/AIDs among other constituents.
Arrangements to provide services to all without any discrimination	<ul style="list-style-type: none"> i. All the districts audited had clear arrangements to provide OWC services to all without any discrimination. Infact it was noted that prior to implementation of the programme, a needs assessment was made at household level. ii. However, it was noted that a number of people missed out in the first phase more especially the marginalised. Though not intended, missing out was attributed to very inadequate supply in all the districts audited. iii. For the case of Kalangala, it is made up of 84 islands of

Areas of focus	Status of Implementation
	<p>which 67 are occupied by people. Out of the 67 habitable islands, only one island is accessible by public means. In this regards, inaccessibility is very instrumental in denying access to some farmers with the furthest island from the district headquarters requiring fuel of Ush. 2,000,000USh. if one was to use the public speed boat.</p>
<p>Arrangements to provide services to the less advantaged group of people</p>	<p>The guidelines emphasized inclusion, equity and non-discrimination. However, the audit findings revealed that since the programme was designed to benefit all, no arrangements have been put in place to ensure that all the disadvantaged groups benefit from the programme.</p> <p>When the OWC secretariat brings in puts, community mobilization is undertaken and beneficiaries are required to line up without due consideration of the various constituent categories. In this process, it is very easy to leave out the marginalised persons.</p>
<p>Actions taken by management if a person feels she/he has been discriminated against</p>	<p>i. In all the districts, the only action taken by management if a person felt she/he had been discriminated against was to give them assurance of benefiting in the second phase of the programme.</p>
<p>Cases of discrimination regarding the implementation of the OWC programme.</p>	<p>i. In all the districts it was clear that many people were left out of the programme due the inadequate inputs delivered by the secretariat. However, the implementers reported that the inadequacy was beyond their control and they hoped for progressive improvement in funding.</p>
<p>Wide publicity of the farmer selection process to all stakeholders</p>	<p>i. The Audit revealed that the new programme has been published and it is known by over 95% of the eligible population. However, it was noted that some of the would be beneficiaries do not get to know when the inputs are being distributed more especially those that are expensive such as cows, goats and piglets.</p>
<p>Transparency and participation of all key stakeholders</p>	<p>ii. It was also reported that Commanders over exaggerated the project and raised the expectations of the people. During the delivery stage, very little was brought compared to what the farmers expected. For example in Buhimba Sub-county, Hoima district the few who managed to be supported got 1kilogram of beans per person yet they had expected at least 20 kilograms each.</p>

Areas of focus	Status of Implementation
Equity in selection and spatial distribution within the village	i. Distribution is based on those that get information and eventually turn up. Consequently, tracking villages and persons left out becomes very difficult.
Mainstreaming gender (youth, PWDs, women, older persons) considerations	i. The guidelines emphasized inclusion, equity and non-discrimination. However, the audit findings revealed that since the programme was designed to benefit all, no arrangements have been put in place to ensure that all the disadvantaged groups benefit from the programme. In addition, when compiling reports there no efforts made to establish how the programme has benefited the various constituents (youth, PWDs, women, older persons and ethnic minorities)
Access to or ownership of land and other production facilities	<p>i. The audit findings revealed that women and youth remain the most affected when it comes to accessing land and other production facilities. In most cases, these two constituents were left out due to lack of land and other production facilities.</p> <p>ii. In Hoima and Buliisa district, Youth do not have land which negatively impacts on their chances of benefiting from various government programmes. Land grabbing and displacement were also very common in Hoima and Buliisa due to the existence of oil and gas activities.</p> <p>iii. In some districts e.g. Hoima and Kalangala, the women do not own land due to the culture domain that women are not supposed to own land. This in the end decreases productivity and investments go down. In some instances, men give women temporary access to land and when it comes to harvesting, they take control at the expense of women's efforts.</p>
Participation of all adults 18 years and above	ii. Tracking beneficiaries by age was constrained by the fact that the performance monitoring and evaluation indicators do not take into account the aspect of age.

5.6 Recommendations for improvement in compliance with EO in the implementation of the OWCP

With reference made to the performance gaps of the Audit findings in the implementation of the Operation Wealth Creation Programme a number of recommendations are made herein. The recommendations are based on the gaps cited and the likely risks if nothing is done to improve the status quo.

S/N	Performance Gap	Risk of the Performance Gap	Recommended Action
1	UPDF officers that are implementing the programme lack training on the agronomy aspects.	Lack of technical guidance to the local farmers. This will promote use of rudimentary methods of farming.	Commanders should be trained on the basics of agriculture and also empower them to pass on the knowledge to the farmers. Staff in the Production department should be facilitated to extensively offer technical advice and support supervision to the farmers.
2	Agricultural inputs are supplied late in relation to the planting season.	Low yields and frustration of local farmers	The NAADS Secretariat should ensure timely supply of inputs.
3	The NAADS secretariat supplies inadequate inputs	Discrimination and marginalisation during distribution of the inadequate supplies	The NAADS Secretariat should increase on the supply of inputs or else cluster the farmers and offer them supplies in phases.
4	Absence of equal opportunity compliance guidelines for distribution of inputs. Consequently, communities are mobilised and asked to line up	Noncompliance with equal opportunities in the service delivery for the programme.	Create a system which tracks participation of all categories of people
5	The District Production Department is not facilitated to offer technical support and support supervision to the	Non supervision of farmers. Reduction in farm yields	The Ministry of Agriculture should allocate a support supervision budget to enable the district production department to extend technical support to all the farmers.

S/N	Performance Gap	Risk of the Performance Gap	Recommended Action
	farmers		
6	Supply of poor quality seedlings.	Frustration of farmers when the crops fail to germinate or to grow well.	The NAADS Secretariat should assure the quality of supplies with the support of the district production department.
7	Tendencies of the well-off benefiting more than the low income earners in all the districts audited.	Dissatisfaction and marginalisation of the poor.	Development of equitable criteria for the distribution of inputs.
8	Rigid and stringent requirements to benefit from some of the inputs such as livestock, poultry, piggery and fisheries	Tendencies of the well-off benefiting more than the low income earners.	Government should support the poor to attain equal benefits from the project.

CHAPTER SIX

STATE OF EQUAL OPPORTUNITIES IN EMPLOYMENT

6.0 Introduction

This Chapter presents the state of equal opportunities in employment with particular focus on the salary disparities within the Public Sector. The government of Uganda is constituted by a number of Ministries, Departments and Agencies (MDAs) and Local Governments mandated to execute different functions. The sub sections hereunder present; the legal and policy framework, the interventions undertaken by the Commission on employment, Ministry of Public Service Approved General Salary Structure FY 2014/2015-2015/2016; Salary differences among the top most paid officers in the different Government Institutions in Uganda; Salary distribution among government workers at deputy level or its equivalent in different institutions; Time duration required to earn what top earners are paid annually; Salary disparities in higher institutions of learning; Salary disparities among government workers at lower levels in the different government institutions; employment benefits among government workers in different institution; attributes of salary disparities and consequences of wage/salary disparity.

6.1 Policy and Legal Framework on Employment

The Constitution of the Republic of Uganda, which is the supreme law of the country, contains provisions that are aimed at protecting workers' rights and availing equitable employment terms and conditions.

Article 40 of the Constitution makes provision for economic rights. Under this law, Parliament is mandated to enact laws to provide for the rights of persons to work under satisfactory, safe and healthy conditions, to ensure equal payment for equal work without discrimination; and to ensure that every worker is accorded rest and reasonable working hours and periods of holidays with pay, as well as remuneration for public holidays.

Article 40 further guarantees the right of every Ugandan to practice his or her profession and to carry on any lawful occupation, trade or business. The Constitution further provides for the right of every Ugandan to form or join a trade union of his or her choice for the promotion and protection of his or her economic and social interests; to collective bargaining and representation; and to withdraw his or her labour according to the law. The same provision also provides for the protection of women during pregnancy and after birth of children.

There are a number of laws that regulate employment in Uganda these among others are;

- (i) The Employment Act which seeks to promote the quality of employment opportunity
- (ii) The Labour Unions Act No. 7 of 2006 which guarantees employees the right to organise themselves into labour unions and participate in the management of the said unions, collectively bargain and engage in other lawful activities for the purpose of collective bargaining. Employers are also prohibited from interfering with the association of the different unions.
- (iii) The Minimum Wages Advisory Boards and Wages Councils Act Cap.164 under general notice No. 176/1995. The Act provides for the establishment of minimum wages advisory boards and wage councils and for the regulation of the remuneration and conditions of employment of employees.

Uganda has been a member of the International Labour Organisation since 1963. Uganda ratified the R111 Discrimination (Employment and Occupation) Recommendation, 1958 on 2nd June 2005. However, this convention is yet to be domesticated. Under this recommendation, every member state is required to formulate a national policy for the prevention of discrimination in employment and occupation. It is a requirement for the policy to be inclined on the two principles;

- (a) the promotion of equality of opportunity and treatment in employment and occupation as a matter of public concern, and
- (b) all persons should, without discrimination, enjoy equality of opportunity and treatment.

During the commemoration of the World Labour Day on May 1st 2011, Uganda launched her employment policy. The policy guides Government objectives and processes for generating jobs and ensuring a better employment environment for all workers. The main thrust of the policy is to generate productive and decent jobs for Ugandans. However, one of the main criticisms of this policy is its failure to set a minimum wage for all workers across the country. In the absence of a minimum wage, many workers in employment are getting frustrated and, therefore, opting to quit their jobs because they are incurring high costs in addition to being paid sums that are not commensurate to the amount of work that they do.

Some of the Ugandans who are unemployed are discouraged by the current state of disparities and, therefore, deliberately choose not to engage in any form of employment within certain government institutions.

The Employment Policy also makes mention of marginalised groups and recognises the importance of and need for special considerations towards enhancing their

employability. Among others, these groups include persons with disability who continue to face numerous challenges when it comes to accessing employment opportunities.

6.2 Interventions of the EOC in Employment

In view of the above, the Commission exercised its mandate as follows;

- i. The Commission registered complaints on employment and Social justice has been dispensed for over 50% of the complaints lodged on employment.
- ii. The Commission has assessed Ministerial Policy Statements of the; Ministry of Public Service, Education Service Commission and the Public Service Commission to ensure their compliance with gender and equity requirements among others.
- iii. The Commission has also held public dialogues, radio and TV talk shows to discuss issues of discrimination and marginalisation in employment.

6.3 Status of Salary Disparity in the Various Government Public Institutions in Uganda

The Ministry of Public Service is mandated to develop, manage and Administer Human Resource Policies, Management Systems, Procedures and Structure for the Public Service.

In the execution of its function, the Ministry of Public Service regularly reviews the salary structure at the various levels under the traditional public service. The Ministry categories of salaries are under seven structures and these include; (i) General Salary Structure, (ii) Salary structure for legal professionals, (iii) Salary structure for local government leaders, (iv) Salary structure for medical workers, (v) Salary structure for political leaders, (vi) Salary structure for primary teachers, and (vii) Salary structure for post primary science teachers.

6.3.1 Ministry of Public Service general salary structure

The general salary structure approved by the Ministry of Public Service ranges from salary scale U1S to U8 lower. Results in Table 6.1 below show cases of employees with different designations under the same salary scale but with different salary amount. The structure also offers different salaries for Scientists, Professional Cadres and Administrative Cadres with the same job rank from the level of Assistant Commissioner down to officer level. Table 6.1 below presents the detailed Ministry of public service general salary structure:

Table 6.1: Ministry of Public Service general salary structure

Designation	Salary Scale	FY 2014/2015		FY 2015/2016	
		Monthly	Annually	Monthly	Annually
Head of public service	U1S	4,952,059	59,424,702	4,952,059	59,424,702
Deputy head of public service	U1S	4,099,486	49,193,835	4,099,486	49,193,835
Permanent secretary	U1S	3,768,835	45,226,024	3,768,835	45,226,024
Deputy secretary to	U1SE	3,419,578	41,034,935	3,419,578	41,034,935

Designation	Salary Scale	FY 2014/2015		FY 2015/2016	
		Monthly	Annually	Monthly	Annually
treasury					
Director	U1SE	2,369,300	28,431,605	2,369,300	28,431,605
Chief Administrative officer	U1E	2,369,300	28,431,605	2,369,300	28,431,605
Accountant general	U1E	2,369,300	28,431,605	2,369,300	28,431,605
Assistant inspector of police	U1E	2,369,300	28,431,605	2,369,300	28,431,605
Deputy director	U1SE	2,081,031	24,972,374	2,081,031	24,972,374
Commissioner/ under secretary	U1SE	1,859,451	22,313,410	1,859,451	22,313,410
Deputy Commissioner	U1SE	1,800,687	21,608,248	1,800,687	21,608,248
Director General of health service	U1S	4,697,024	56,364,292	4,697,024	56,364,292
Senior consultant	U1SE	3,447,065	41,364,784	3,447,065	41,364,784
Director (SC)	U1SE	2,893,252	34,719,029	2,893,252	34,719,029
Assistant inspector general of police	U1SE	2,652,148	31,536,897	2,652,148	31,536,897
Consultant	U1SE	2,628,075	31,536,897	2,628,075	31,536,897
Deputy director(SC)	U1SE	2,543,627	30,523,525	2,543,627	30,523,525
Commissioner (SC)	U1SE	2,370,401	28,44,818	2,370,401	28,44,818
Deputy Commissioner (SC)	U1SE	2,357,390	28,288,685	2,357,390	28,288,685
Assistant Commissioner (scientists)	U1SE (SC)	2,328,850	27,946,199	2,328,850	27,946,199
		2,304,587	27,655,049	2,304,587	27,655,049
		2,278,680	27,344,160	2,278,680	27,344,160
		2,250,162	27,001,950	2,250,162	27,001,950
Assistant Commissioner (professional cadres)	U1E (UPPER)	1,728,007	20,736,080	1,728,007	20,736,080
		1,710,004	20,520,047	1,710,004	20,520,047
		1,690,781	20,289,366	1,690,781	20,289,366
		1,669,621	20,035,447	1,669,621	20,035,447
Assistant Commissioner (administrative cadres)	U1E (LOWER)	1,690,781	20,289,366	1,690,781	20,289,366
		1,669,621	20,035,447	1,669,621	20,035,447
		1,645,733	19,748,796	1,645,733	19,748,796
		1,624,934	19,499,212	1,624,934	19,499,212
Principal medical officers and medical officers(special grade)	U2 (SC)	2,058,276	24,699,315	2,058,276	24,699,315
		2,036,056	24,432,667	2,036,056	24,432,667
		2,014,112	24,169,345	2,014,112	24,169,345
		1,992,454	23,909,447	1,992,454	23,909,447
Principal officers (scientists)	U2 (UPPER)	1,823,634	21,883,607	1,823,634	21,883,607
		1,802,593	21,631,112	1,802,593	21,631,112
		1,781,818	21,381,813	1,781,818	21,381,813
		1,741,079	21,135,822	1,741,079	21,135,822
		1,741,079	20,892,945	1,741,079	20,892,945
		1,728,187	20,738,240	1,728,187	20,738,240
Principal officers		1,527,241	18,326,898	1,527,241	18,326,898

Designation	Salary Scale	FY 2014/2015		FY 2015/2016	
		Monthly	Annually	Monthly	Annually
(professional cadres)		1,510,753	18,129,898	1,510,753	18,129,898
		1,494,471	17,933,654	1,494,471	17,933,654
		1,478,401	17,740,809	1,478,401	17,740,809
		1,353,136	16,237,636	1,353,136	16,237,636
		1,337,524	16,050,385	1,337,524	16,050,385
		1,322,109	15,865,305	1,322,109	15,865,305
		1,306,898	15,682,780	1,306,898	15,682,780
		1,282,315	15,502,566	1,282,315	15,502,566
		1,282,315	15,387,776	1,282,315	15,387,776
		1,291,880	15,502,566	1,291,880	15,502,566
		1,282,315	15,387,776	1,282,315	15,387,776
Principal officers (administrative cadres)	U2 (LOWER)	1,291,880	15,502,566	1,291,880	15,502,566
		1,282,315	15,387,776	1,282,315	15,387,776
		1,259,083	15,108,997	1,259,083	15,108,997
		1,235,852	14,830,220	1,235,852	14,830,220
		1,212,620	14,551,442	1,212,620	14,551,442
		1,201,688	14,420,253	1,201,688	14,420,253
Senior medical officer	U3 (SC)	1,390,380	16,684,564	1,390,380	16,684,564
		1,371,304	16,455,652	1,371,304	16,455,652
		1,352,515	16,230,185	1,352,515	16,230,185
		1,334,004	16,008,050	1,334,004	16,008,050
		1,315,765	15,789,177	1,315,765	15,789,177
Senior officers for graduates (scientist)		1,286,135	15,433,624	1,286,135	15,433,624
		1,268,605	15,223,259	1,268,605	15,223,259
		1,251,329	15,015,944	1,251,329	15,015,944
		1,234,313	14,811,753	1,234,313	14,811,753
		1,217,543	14,610,519	1,217,543	14,610,519
		1,204,288	14,451,457	1,204,288	14,451,457
Senior graduate officer (professional cadres)	U3 (UPPER)	1,131,209	13,574,506	1,131,209	13,574,506
		1,115,688	13,388,259	1,115,688	13,388,259
		1,100,402	13,204,820	1,100,402	13,204,820
		1,085,341	13,024,088	1,085,341	13,024,088
		1,070,502	12,846,019	1,070,502	12,846,019
		1,046,396	12,556,747	1,046,396	12,556,747
		1,032,132	12,385,590	1,032,132	12,385,590
		1,018,077	12,216,921	1,018,077	12,216,921
		1,004,232	12,050,785	1,004,232	12,050,785
		990,589	11,887,064	990,589	11,887,064
		979,805	11,757,656	979,805	11,757,656
Senior graduate officer (administrative cadre)	U3 (LOWER)	990,589	11,887,064	990,589	11,887,064
		879,805	11,757,656	879,805	11,757,656
		943,991	11,327,886	943,991	11,327,886
		933,461	11,201,534	933,461	11,201,534
		923,054	11,076,652	923,054	11,076,652
		912,771	10,953,253	912,771	10,953,253

Designation	Salary Scale	FY 2014/2015		FY 2015/2016	
		Monthly	Annually	Monthly	Annually
		902,612	10,831,339	902,612	10,831,339
Entry point for medical officer	U4 (SC)	1,177,688	14,132,259	1,177,688	14,132,259
		1,177,199	14,126,386	1,177,199	14,126,386
		1,176,808	14,121,691	1,176,808	14,121,691
		1,176,419	14,117,034	1,176,419	14,117,034
		1,176,028	14,112,336	1,176,028	14,112,336
		1,175,632	14,107,579	1,175,632	14,107,579
Entry point for other medical worker		1,143,694	13,724,333	1,143,694	13,724,333
		1,131,967	13,583,608	1,131,967	13,583,608
Entry point for graduate (scientist cadre)		1,103,582	13,242,983	1,103,582	13,242,983
		1,094,258	13,131,092	1,094,258	13,131,092
		1,089,533	13,074,396	1,089,533	13,074,396
Entry point for graduate (professional cadres)	U4 (UPPER)	940,366	11,284,391	940,366	11,284,391
		934,922	11,219,067	934,922	11,219,067
		926,247	11,114,966	926,247	11,114,966
		909,243	10,910,922	909,243	10,910,922
		892,574	10,710,883	892,574	10,710,883
		876,222	10,152,499	876,222	10,152,499
		846,042	10,152,499	846,042	10,152,499
		834,959	10,019,506	834,959	10,019,506
		808,135	9,697,623	808,135	9,697,623
		799,323	9,591,877	799,323	9,591,877
		789,667	9,584,002	789,667	9,584,002
		798,535	9,582,418	798,535	9,582,418
Entry point for graduates (administrative cadres)	U4 (LOWER)	794,074	9,528,883	794,074	9,528,883
		780,193	9,362,321	780,193	9,362,321
		766,589	9,199,064	766,589	9,199,064
		744,866	8,938,393	744,866	8,938,393
		723,868	8,686,418	723,868	8,686,418
		700,306	8,073,508	700,306	8,073,508
		672,792	8,073,508	672,792	8,073,508
		644,785	7,737,415	644,785	7,737,415
		623,063	7,476,759	623,063	7,476,759
		601,341	7,216,087	601,341	7,216,087
Entry point for medical workers in U5	U5 (SC)	798,535	9,582,418	798,535	9,582,418
		779,616	9,355,389	779,616	9,355,389
		766,613	9,199,362	766,613	9,199,362
		753,862	9,046,339	753,862	9,046,339
Entry point for other scientists	U5 (UPPER)	735,608	8,827,291	735,608	8,827,291
		723,464	8,681,568	723,464	8,681,568
		711,564	8,5389,770	711,564	8,5389,770
		699,889	8,398,674	699,889	8,398,674
		688,450	8,261,401	688,450	8,261,401
		677,236	8,126,830	677,236	8,126,830
		666,237	7,994,513	666,237	7,994,513

Designation	Salary Scale	FY 2014/2015		FY 2015/2016	
		Monthly	Annually	Monthly	Annually
		655,459	7,865,513	655,459	7,865,513
		644,988	7,739,856	644,988	7,739,856
		635,236	7,622,831	635,236	7,622,831
		598,822	7,185,869	598,822	7,185,869
Entry point for other technical cadres	U5 (LOWER)	588,801	7,065,609	588,801	7,065,609
		588,801	7,065,609	588,801	7,065,609
		578,981	6,947,770	578,981	6,947,770
		569,350	6,832,200	569,350	6,832,200
		555,564	6,666,765	555,564	6,666,765
		546,392	6,556,709	546,392	6,556,709
		537,405	6,448,861	537,405	6,448,861
		528,588	6,343,054	528,588	6,343,054
		519,948	6,239,380	519,948	6,239,380
		511,479	6,137,746	511,479	6,137,746
		503,172	6,038,062	503,172	6,038,062
		495,032	5,940,388	495,032	5,940,388
		487,124	5,845,486	487,124	5,845,486
		479,759	5,757,103	479,759	5,757,103
		472,079	5,664,943	472,079	5,664,943
		479,759	5,757,103	479,759	5,757,103
		472,079	5,664,943	472,079	5,664,943
		463,264	5,559,166	463,264	5,559,166
		462,852	5,554,224	462,852	5,554,224
		456,394	5,476,723	456,394	5,476,723
Promotional level for analogous staff	U6 (UPPER)	436,677	5,240,129	436,677	5,240,129
		434,273	5,211,274	434,273	5,211,274
		430,025	5,160,296	430,025	5,160,296
		426,265	5,115,178	426,265	5,115,178
		425,074	5,100,888	425,074	5,100,888
		424,253	5,091,041	424,253	5,091,041
		416,617	4,499,405	416,617	4,499,405
Promotional level for analogous cadre	U6 (LOWER)	424,253	5,091,041	424,253	5,091,041
		416,617	4,999,405	416,617	4,999,405
		408,981	4,907,770	408,981	4,907,770
		401,497	4,817,968	401,497	4,817,968
		394,159	4,729,911	394,159	4,729,911
Entry point for analogous cadres	U7 (UPPER)	386,972	4,643,667	386,972	4,643,667
		377,781	4,533,367	377,781	4,533,367
		369,419	4,433,032	369,419	4,433,032
		361,867	4,342,398	361,867	4,342,398
		354,493	4,253,921	354,493	4,253,921
		347,3023	4,167,628	347,3023	4,167,628
		3410,282	4,083,386	3410,282	4,083,386
		333,444	4,001,333	333,444	4,001,333
		326,756	3,921,175	326,756	3,921,175

Designation	Salary Scale	FY 2014/2015		FY 2015/2016	
		Monthly	Annually	Monthly	Annually
Entry point for analogous cadre without additional training	U7 (LOWER)	321,527	3,858,326	321,527	3,858,326
		316,393	3,796,711	316,393	3,796,711
		289,361	3,472,334	289,361	3,472,334
		284,417	3,413,000	284,417	3,413,000
		283,913	3,406,954	283,913	3,406,954
		276,989	3,323,869	276,989	3,323,869
Entry point for support staff like nursing assistant and drivers	U8 (UPPER)	268,143	3,217,718	268,143	3,217,718
		237,069	2,844,832	237,069	2,844,832
		232,657	2,791,889	232,657	2,791,889
		228,316	2,739,788	228,316	2,739,788
		224,066	2,688,790	224,066	2,688,790
		224,066	2,688,790	224,066	2,688,790
		215,821	2,589,858	215,821	2,589,858
		213,832	2,565,980	213,832	2,565,980
Entry point for other support staff mainly attendants	U8 (LOWER)	209,859	2,518,307	209,859	2,518,307
		213,832	2,565,981	213,832	2,565,981
		209,859	2,518,308	209,859	2,518,308
		205,978	2,471,734	205,978	2,471,734
		202,166	2,425,992	202,166	2,425,992
		198,427	2,381,119	198,427	2,381,119
		194,767	2,337,207	194,767	2,337,207
		191,180	2,294,157	191,180	2,294,157
		187,660	2,251,924	187,660	2,251,924

Source: Ministry of Public Service FY 2015/2016

6.3.1.1 Key observations under the Ministry of Public Service general salary structure

- Under the top highest salary scale (**US1**), the annual difference between the highest paid officer and the lowest paid officer is **US\$14,198,678 US\$..**
- At the level of Assistant Commissioner, the annual difference between the highest paid officer and the least paid officer is **US\$ 8,446,987US\$..**
- At Principal level, the annual difference between the highest paid officer and the least paid officer is **US\$9,311,539US\$..**
- At Senior level (Graduates), the annual difference between the highest paid officer and the least paid officer is **US\$ 5,853,225US\$..**
- At Entry level (Graduates), the annual difference between the highest paid officer and the least paid officer is **US\$ 6,367,521US\$..**
- The least paid worker under the general public service salary structure earns **US\$ 2,251,924 per year and US\$187,660 US\$.per month.** On the other hand, the highest paid officer is paid **US\$ 59,424,702US\$.** per year and **US\$ 4,952,059 per month.** In this regard, the difference between the highest paid work and the least paid work under the general public service structure is **US\$ 57,172,778US\$..** In other words, it

takes 26 years for the lowest paid work to earn what the highest paid worker earns in one year.

6.3.2 Ministry of Public Service salary structure for legal professionals

Under the salary structure for legal professionals, salary scales range from U1S to U6. Results in Table 6.2 below show cases of employees with different designations under the same salary scale but with different salary amount. Table 6.2 below presents the detailed Ministry of public service salary structure for legal professionals:

Table 6.2: Ministry of Public Service salary structure for legal professionals

Designation	Salary Scale	FY 2014/2015		FY2015/2016	
		Monthly	Annual	Monthly	Annual
Chief registrar	U1S	4,804,800	57,657,600	4,804,800	57,657,600
Registrar	U1SE	4,064,736	48,776,832	4,064,736	48,776,832
Deputy registrar(Director)	U1SE	4,064,736	48,776,832	4,064,736	48,776,832
Assistant registrar(Deputy director)	U1SE	3,146,000	37,752,00	3,146,000	37,752,00
Chief magistrate (Commissioner)	U1SE	2,848,560	34,182,720	2,848,560	34,182,720
Senior principal magistrate grade I	U1E	2,428,560	29,144,544	2,428,560	29,144,544
Principal magistrate grade I	U2	2,104,960	25,259,520	2,104,960	25,259,520
Senior magistrate grade I	U3	1,578,400	18,944,640	1,578,400	18,944,640
Magistrate grade I	U4	1,258,400	15,100,800	1,258,400	15,100,800
Senior principal magistrate grade II	U3	1,578,720	18,944,640	1,578,720	18,944,640
Principal magistrate grade II	U4	1,258,400	15,100,800	1,258,400	15,100,800
Senior magistrate grade II	U5	860,810	10,329,719	860,810	10,329,719
Magistrate grade II	U6	737,837	8,854,045	737,837	8,854,045
Solicitor general	U1S	4,804,800	57,657,600	4,804,800	57,657,600
Director	U1SE	4,064,736	48,776,832	4,064,736	48,776,832
Deputy DPP	U1SE	4,064,736	48,776,832	4,064,736	48,776,832
Assistant DPP	U1SE	2,848,560	34,182,720	2,848,560	34,182,720
Commissioner	U1SE	2,848,560	34,182,720	2,848,560	34,182,720
Senior principal state attorney	U1E	2,428,712	29,144,544	2,428,712	29,144,544
Principal state attorney	U2	2,104,960	25,259,520	2,104,960	25,259,520
Senior state attorney	U3	1,578,720	18,944,640	1,578,720	18,944,640
State attorney	U4	1,258,400	15,100,800	1,258,400	15,100,800
State prosecutor	U6	737,8378	8,854,045	737,8378	8,854,045

Source: Ministry of Public Service FY 2015/2016

6.3.2.1 Key observations under the Ministry of Public Service salary structure for legal professionals

- i. Under salary scales **US1 and U1E**, all officers are allocated the same amount of monthly pay regardless of differences in their designation.
- ii. Differences in monthly salaries among officers in the same salary scale are only observed at U1SE. In the rest of the scales, there is consistency.
- iii. The least paid worker under the Ministry of Public Service Salary structure for legal professionals earns USh. 8,854,045USh.per year and USh. 737,837**USh.** per month. On the other hand, the highest paid officer earns USh. 57,657,600USh.per year and 4,804,800 per month. In this regard, the annual difference between the highest paid work and the least paid work under the Ministry of Public Service Salary structure for legal professionals is USh. **48,803,555USh..** In other words, it takes 7 years for the lowest paid work to earn what the highest paid worker earns in 1 year.

6.3.3 Ministry of Public Service salary structure for local government political leaders

There are nine categories of local government political leaders considered by the Public Service Salary structure and these include; District Chairpersons, District Vice Chairpersons, District Speakers, Members of District Executive Committees, Chairpersons LC III, Sub-county/Town Council Chairpersons, Municipal Mayors, Municipal Deputy Mayors and Municipal Division Chairpersons. Under this salary structure the highest paid local government political leader is the District Chairperson and the least paid include; Municipal Division Chairpersons, Sub-county/Town Council Chairpersons and LC III Chairpersons. Table 6.3 below presents the detailed Ministry of public service salary structure for local government political leaders;

Table 6.3: Ministry of Public Service salary structure for local government political leaders

Designation	FY 2014/2015		FY 2015/2016	
	Monthly	Annual	Monthly	Annual
District Chairperson	2,080,000	24,960,000	2,080,000	24,960,000
District Vice Chairperson	1,040,000	12,480,000	1,040,000	12,480,000
District speaker	624,000	7,488,000	624,000	7,488,000
Member District Executive Committee	520,000	6,240,000	520,000	6,240,000
Chairperson LCIII	312,000	3,744,000	312,000	3,744,000
Sub-county/ Town council chairperson	312,000	3,744,000	312,000	3,744,000
Municipal Mayor	1,040,000	12,480,000	1,040,000	12,480,000
Municipal Deputy Mayor	520,000	6,240,000	520,000	6,240,000
Municipal Division Chairperson	312,000	3,744,000	312,000	3,744,000

Source: Ministry of Public Service FY 2015/2016

The least paid political leader under the Ministry of Public Service approved salary structure earns USh.312,000**USh.** per month (USh. 3,744,000USh.annually). On the other hand, the highest paid political leader earns 2,080,000 per month (USh. 24,960,000USh.annually. In this regard, the annual difference between the highest paid local government political leader and the lowest paid leader is USh. **21,216,000USh. annually.** In other words, it takes 7 years for the lowest paid political leader to earn what the highest paid political leader earns in 1 year.

6.3.4 Ministry of Public Service salary structure for medical workers

There are two categories of employees under the Ministry of Public Service salary structure for medical workers below salary scale U5. These include medical workers under salary scale U5 upper and U7 upper. Table 6.4 below presents the detailed Ministry of public service salary structure for medical workers.

Table 6.4: Ministry of Public Service salary structure for medical workers

Salary Scale	FY 2014/2015		FY2015/2016	
	Monthly	Annual	Monthly	Annual
U6(Upper)	500,993	6,011,915	500,993	6,011,915
	499,537	5,994,446	499,537	5,994,446
	498,081	5,976,977	498,081	5,976,977
	496,636	5,959,634	496,636	5,959,634
	493,248	5,918,979	493,248	5,918,979
	491,307	5,895,687	491,307	5,895,687
	489,366	5,872,394	489,366	5,872,394
	487,930	5,855,158	487,930	5,855,158
	486,513	5,838,155	486,513	5,838,155
	485,096	5,821,152	485,096	5,821,152
	481,738	5,780,856	481,738	5,780,856
	481,427	5,777,129	481,427	5,777,129
	478,934	5,747,209	478,934	5,747,209
	432,782	5,193,384	432,782	5,193,384
U7(Upper)	430,841	5,170,091	430,841	5,170,091
	429,629	5,155,544	429,629	5,155,544
	426,474	5,117,684	426,474	5,117,684
	425,281	5,103,370	425,281	5,103,370
	424,028	5,088,336	424,028	5,088,336
	420,952	5,051,428	420,952	5,051,428
	419,768	5,037,219	419,768	5,037,219
	417,429	5,009,142	417,429	5,009,142
	416,255	4,995,061	416,255	4,995,061
	413,158	4,957,899	413,158	4,957,899

Source: Ministry of Public Service FY 2015/2016

The least paid medical worker under the Ministry of Public Service Salary structure earns USh. 413,158**USh.** per month (USh.957,899 USh. annually). On the other hand, the highest paid medical worker earns 2,058,276 per months (USh. 24,699,315USh.annually). In this

regard, the annual difference between the highest paid medical worker and the lowest paid is US\$. **19,741,416US\$.** In other words, it takes 5 years for the lowest paid medical worker to earn what the highest paid medical worker earns in 1 year.

6.3.5 Ministry of Public Service salary structure for political leaders

With reference made to the salary structure for political leaders, there are mainly three levels of salary scales. Table 6.5 below presents the detailed Ministry of public service salary structure for political leaders:

Table 6.5 Ministry of Public Service salary structure for political leaders

Designation	FY 2014/2015		FY 2015/2016	
	Monthly	Annual	Monthly	Annual
Prime minister	Paid as member of			
1 st Deputy prime minister				
2 nd Deputy prime minister				
3 rd Deputy prime minister				
Ministers				
Ministers of state				
Senior presidential advisor	2,382,082	28,584,986	2,382,082	28,584,986
Assistant senior presidential advisor	2,370,616	28,447,394	2,370,616	28,447,394
Presidential advisor	2,370,616	28,447,394	2,370,616	28,447,394
Special presidential envoy	2,362,012	28,344,145	2,362,012	28,344,145
Special presidential assistant	2,350,546	27,862,476	2,350,546	27,862,476
Deputy special president assistant	2,321,873	27,862,476	2,321,873	27,862,476
Presidential district Commissioner	2,293,200	27,518,400	2,293,200	27,518,400
Deputy Resident District Commissioner	1,282,369	15,388,427	1,282,369	15,388,427
Assistant Resident District Commissioner	817,216	9,806,595	817,216	9,806,595

Source: Ministry of Public Service FY 2015/2016

The least paid political leader under the Ministry of Public Service Salary structure earns US\$. 817,216**US\$.** per month (US\$. 9,806,595US\$.annually). On the other hand, the highest paid political leader earns 6,000,000 per month(over US\$. 72,000,000US\$.annually). In this regard, the estimated annual difference between the highest paid political leader and the lowest paid leader is US\$. **62,193,405US\$. annually.** In other words, it takes 7 years for the lowest paid political leader to earn what the highest paid political leader earns in 1 year.

6.3.6 Ministry of Public Service salary structure for primary and post primary science teachers

There have been allegations that Uganda's 160,000 teachers are among the worst paid public workers in the East African region. Primary school teachers earn an average 270,000 shillings a month and their secondary school counterparts take home an

average of 470,000 shillings. Table 6.6 below presents the detailed Ministry of Public Service salary structure for primary school teachers and post primary science teachers in Uganda;

Table 6.6: Ministry of Public Service salary structure for primary and post primary science teachers

Salary Scale	FY 2014/2015		FY 2015/2016	
	Monthly	Annual	Monthly	Annual
U4 (Lower)	799,323	9,591,877	799,323	9,591,877
	794,859	9,538,311	794,859	9,538,311
	780,193	9,362,321	780,193	9,362,321
	766,593	9,199,110	766,593	9,199,110
	744,866	8,938,393	744,866	8,938,393
	723,868	8,686,418	723,868	8,686,418
	700,000	8,403,677	700,000	8,403,677
	672,792	8,073,508	672,792	8,073,508
	644,785	7,737,415	644,785	7,737,415
	611,984	7,343,805	611,984	7,343,805
Entry point for head teacher	611,984	7,343,805	611,984	7,343,805
U5(Upper)	608,822	7,305,869	608,822	7,305,869
Entry point for deputy head teacher	603,801	7,245,609	603,801	7,245,609
	593,981	7,127,770	593,981	7,127,770
	589,350	7,072,200	589,350	7,072,200
	585,564	7,026,765	585,564	7,026,765
	576,392	6,916,709	576,392	6,916,709
	577,405	6,928,861	577,405	6,928,861
	568,588	6,823,054	568,588	6,823,054
	559,948	6,719,380	559,948	6,719,380
	551,479	6,617,746	551,479	6,617,746
	543,172	6,518,062	543,172	6,518,062
	535,032	6,420,388	535,032	6,420,388
	527,127	6,231,483	527,127	6,231,483
	519,290	6,231,483	519,290	6,231,483
	511,617	6,139,399	511,617	6,139,399
U6(Lower)	489,988	5,879,852	489,988	5,879,852
Entry point for senior education assistant	487,8825	5,854,588	487,8825	5,854,588
	485,685	5,828,220	485,685	5,828,220
	482,695	5,792,344	482,695	5,792,344
U7 (Upper)	467,685	5,612,216	467,685	5,612,216
Entry point education assistant (grade III Teacher)	459,574	5,514,886	459,574	5,514,886
	452,247	5,426,965	452,247	5,426,965
	445,095	5,341,138	445,095	5,341,138
	438,119	5,257,429	438,119	5,257,429
	431,309	5,175,710	431,309	5,175,710
	424,676	5,096,114	424,676	5,096,114
	418,196	5,018,357	418,196	5,018,357
	413,116	4,957,391	413,116	4,957,391
	408,135	4,897,620	408,135	4,897,620

Salary Scale	FY 2014/2015		FY 2015/2016	
	Monthly	Annual	Monthly	Annual
Teachers on trial terms-U7 (Lower)	284,050	3,408,600	284,050	3,408,600
Non formal education teachers(trial terms)-U8 (Lower)	198,793	2,385,518S	198,793	2,385,518S
	961,199	11,534,392	961,199	11,534,392
	955,829	11,469,952	955,829	11,469,952
	939,122	11,269,461	939,122	11,269,461
	922,746	11,072,948	922,746	11,072,948
	896,598	10,759,176	896,598	10,759,176
	871,323	10,115,537	871,323	10,115,537
	842,961	10,115,537	842,961	10,115,537
	809,843	9,718,112	809,843	9,718,112
	776,130	9,313,555	776,130	9,313,555
	749,983	8,999,802	749,983	8,999,802
	723,836	8,686,031	723,836	8,686,031
	720,805	8,649,658	720,805	8,649,658
	708,742	8,504,899	708,742	8,504,899
	696,921	8,363,056	696,921	8,363,056
	685,329	8,223,944	685,329	8,223,944
	668,734	8,024,810	668,734	8,024,810
	657,695	7,892,335	657,695	7,892,335
	646,877	7,762,518	646,877	7,762,518
	636,263	7,635,158	636,263	7,635,158
	625,864	7,510,364	625,864	7,510,364
	615,669	7,388,027	615,669	7,388,027
	605,670	7,268,037	605,670	7,268,037
	595,872	7,150,467	595,872	7,150,467
	586,353	7,036,233	586,353	7,036,233
	577,487	6,929,846	577,487	6,929,846
	568,243	6,818,912	568,243	6,818,912

Source: Ministry of Public Service FY 2015/2016

6.3.7 Salary Differences among the top most paid officers in the different government institutions in Uganda

Equal opportunities employment is very instrumental in Uganda's economic growth. The Equal Opportunities Commission (EOC) is responsible for enforcing laws that make it illegal to discriminate against a job applicant or an employee on the basis of the person's race, color, religion, sex, national origin, age, and disability. As it is for other countries around the world, non-discriminative job offers are essential for Uganda's balanced development because they determine disparities in the living standards of individuals and households, support economic transformation and promote social cohesion.

The quality of human capital is essential for employability, higher income and sustainable economic growth. Likewise, a well-nurtured, skilled and productive labour

force contributes towards a dynamic economy, cohesive society and better quality of life. The only way to survive, generate value and prosper today and in the future is to become more innovative and productive. Participation in economic activity helps an individual to improve his or her life. Lack of access to decent and remunerative employment, lowers self-esteem; leads to denial of basic needs of the individual and the family thus perpetuating the vicious cycle of poverty. The most direct impact of unemployment, low skill, low productivity and poor working conditions on the economy is the loss in terms of output of goods and services. The consequences of unemployment and underemployment could be seriously damaging as a potential source of industrial unrest, instability and increased crime rate.

The debate about salary differences comes at a time when government has been rocked by workers in different fora over low pay. In August 2014, teachers went on strike protesting over the unbearably low salaries they earn as compared to other employees in the country. Table 6.7 below presents salary differences among the top most paid officers in the different government institutions in Uganda (FY 2015/2016)

Table 6.7: Salary differences among the top most paid officers in the different government institutions in Uganda

S/N	Officer	Monthly	Annual	Proportion earned as a %age of highest earner
1.	Governor Bank of Uganda	53,300,000	639,600,000	100%
2.	Commissioner General, URA	40,900,000	490,800,000	77%
3.	Executive Director, NSSF	39,000,000	468,000,000	73%
4.	Executive Director, UCC	36,900,000	442,800,000	69%
5.	Executive Director, KCCA	36,000,000	432,000,000	68%
6.	Auditor General	36,000,000	432,000,000	68%
7.	General Manager, NMS	35,200,000	422,400,000	66%
8.	Executive Director, NITA	34,367,273	412,407,276	64%
9.	Managing Director, UETCL	32,500,000	390,000,000	61%
10.	Managing Director, NWSC	30,000,000	360,000,000	56%
11.	Managing Director, CAA	30,000,000	360,000,000	56%
12.	Executive Director, UCDA	25,330,869	303,970,428	48%
13.	Managing Director, UEDCL	25,300,000	303,600,000	47%
14.	Executive Director, REA	24,700,000	296,400,000	46%
15.	Chief Executive Officer, UDB	24,200,000	290,400,000	45%
16.	Chief Executive Officer, NHCC	20,900,000	250,800,000	39%
17.	Executive Director, UNBS	20,416,667	245,000,004	38%
18.	Executive Director, UIRI	19,040,000	228,480,000	36%
19.	Managing Director, CDO	18,721,920	224,663,040	35%
20.	Executive Director, UEPB	18,500,000	222,000,000	35%
21.	Director Privatization Unit	18,200,000	218,400,000	34%
22.	IGG	17,875,000	214,500,000	34%

S/N	Officer	Monthly	Annual	Proportion earned as a %age of highest earner
23.	Executive Director, PPDA	15,080,000	180,960,000	28%
24.	Executive Director, UTB	15,000,000	180,000,000	28%
25.	Executive Director, NAADS	15,000,000	180,000,000	28%
26.	Executive Director, Road Fund	14,326,308	171,915,696	27%
27.	Registrar General, URSB	13,280,000	159,360,000	25%
28.	Executive Director, NDA	13,100,000	157,200,000	25%
29.	Executive Director, UEGCL	13,100,000	157,200,000	25%
30.	Secretary EOC	12,215,071	146,580,852	23%
31.	Specified, Judiciary	12,088,506	145,062,072	23%
32.	Specified, Judiciary	11,758,216	141,098,592	22%
33.	Executive Director, DDA	11,413,990	136,967,880	21%
34.	Board Secretary, URSB	11,064,000	132,768,000	21%
35.	Director Finance & Administration, UNRA	10,637,938	127,655,256	20%
36.	Secretary, LRC	9,771,000	117,252,000	18%
37.	Director, NCDC	9,700,000	116,400,000	18%
38.	Director, NARO	9,591,247	115,094,964	18%
39.	Executive Director, UNRA	9,547,936	114,575,232	18%
40.	Managing Director, Namboole Stadium	8,500,000	102,000,000	16%
41.	Director General, NARO	8,312,416	99,748,992	16%
42.	Director, LDC	7,673,750	92,085,000	14%
43.	Head of Public Service	4952059	59424702	9%
44.	Chief Registrar	4,804,800	57,657,600	9%
45.	Solicitor General	4,804,800	57,657,600	9%
46.	Director General of Health Services	4,697,024	56,364,292	9%
47.	Director General Uganda Aids Commission	4,596,511	22,063,253	3%
48.	Academic Registrar, MUK	3,973,362	47,680,344	7%
49.	Permanent Secretaries GoU	3,768,835	45,226,024	7%
50.	University Vice Chancellors	3,584,816	43,017,792	7%
51.	Director, Technical Support Services, UEC	3,150,000	37,800,000	6%
52.	Chief Magistrate	2,848,560	34,182,720	5%
53.	CAO/Accountant General/Director	2,369,300	28,431,605	4%

Source: MPS 2014/2015

Out of the 53 positions analysed among the top most paid official in the various government public institutions, the highest salary earners include: Governor Bank of Uganda, Commissioner General URA, Executive Director NSSF, Executive Director, UCC,

Executive Director KCCA, Auditor General, General Manager NMS, Executive Director NITA, Managing Director UETCL, Managing Director NWSC and Managing Director CAA.

Audit findings unearth wide disparities in the monthly salaries of the topmost paid government officers in the 53 MDAs Audited. Observations reveal that some top officials earn three-to-twenty two times more than their counterparts in other public enterprises, and in some cases junior staff in certain entities, surprisingly, earn more than CEOs. A case in point; a Permanent Secretary in the Ministry of Finance or any other Ministry earns 9% of what Commissioner General in URA earns and 7% of what the Governor earns.

The top most paid officials in Bank of Uganda, URA, NSSF, UCC, KCCA, OAG, NMS, NITA, UETCL, NWSC and CAA are receiving salaries, in the range of US\$30- 54 million per month, while the Chief Justice is paid US\$5 million a month. There is an urgent need to harmonise the salary structures in government in order to get rid of the disparities. The most logical starting point is to fast track the operationalisation Public Salaries Review Board which will study the current arrangement in order to arrive at a single spine salary structure, which will determine remuneration across the board, to eliminate gross inequalities, discrimination and marginalisation anomalies and establish comparability between different posts.

Countries like Ghana have already established single spine salary structures and Uganda could gain from their experience. Kenya has also started on the harmonisation process, following the adoption of the new Constitution. Gone are the days when Kenyan MPs had a mandate to determine their own emoluments, making them among the highest paid legislators in the world.

6.3.8 Time duration required to earn what top earners are paid annually

Due to the salary disparities, some top most officials in some institutions are required to work for several years to be able to earn what their counterparts earn just in one year. Table 6.8 below presents Time Duration required to earner what top earners are paid annually;

Table 6.8: Time duration (in years) required to earn what top earners are paid annually

S/N	Officer	No. of Years taken to earn the first seven highest earner's annual pay						
		highest Earner	2 nd highest earner	3 rd highest earner	4 th highest earner	5 th highest earner	6 th highest earner	7 th highest earner
1	Governor Bank of Uganda	1						
2	Commissioner General, URA	1.3	1.0					
3	Executive Director, NSSF	1.4	1.0	1.0				

S/N	Officer	No. of Years taken to earn the first seven highest earner's annual pay						
		highest Earner	2 nd highest earner	3 rd highest earner	4 th highest earner	5 th highest earner	6 th highest earner	7 th highest earner
4	Executive Director, UCC	1.4	1.1	1.1	1.0			
5	Executive Director, KCCA	1.5	1.1	1.1	1.0	1.0		
6	Auditor General	1.5	1.1	1.1	1.0	1.0	1.0	
7	General Manager, NMS	1.5	1.2	1.1	1.0	1.0	1.0	1.0
8	Executive Director, NITA	1.6	1.2	1.1	1.1	1.0	1.0	1.0
9	Managing Director, UETCL	1.6	1.3	1.2	1.1	1.1	1.1	1.1
10	Managing Director, NWSC	1.8	1.4	1.3	1.2	1.2	1.2	1.2
11	Managing Director, CAA	1.8	1.4	1.3	1.2	1.2	1.2	1.2
12	Executive Director, UCDA	2.1	1.6	1.5	1.5	1.4	1.4	1.4
13	Managing Director, UEDCL	2.1	1.6	1.5	1.5	1.4	1.4	1.4
14	Executive Director, REA	2.2	1.7	1.6	1.5	1.5	1.5	1.4
15	Chief Executive Officer, UDB	2.2	1.7	1.6	1.5	1.5	1.5	1.5
16	Chief Executive Officer, NHCC	2.6	2.0	1.9	1.8	1.7	1.7	1.7
17	Executive Director, UNBS	2.6	2.0	1.9	1.8	1.8	1.8	1.7
18	Executive Director, UIRI	2.8	2.1	2.0	1.9	1.9	1.9	1.8
19	Managing Director, CDO	2.8	2.2	2.1	2.0	1.9	1.9	1.9
20	Executive Director, UEPB	2.9	2.2	2.1	2.0	1.9	1.9	1.9
21	Director Privatization Unit	2.9	2.2	2.1	2.0	2.0	2.0	1.9
22	IGG	3.0	2.3	2.2	2.1	2.0	2.0	2.0
23	Inspector General of Government	3.0	2.3	2.2	2.1	2.0	2.0	2.0
24	Executive Director, PPDA	3.5	2.7	2.6	2.4	2.4	2.4	2.3
25	Executive Director, UTB	3.6	2.7	2.6	2.5	2.4	2.4	2.3
26	Executive Director, NAADS	3.6	2.7	2.6	2.5	2.4	2.4	2.3
27	Executive Director, Road Fund	3.7	2.9	2.7	2.6	2.5	2.5	2.5
28	Registrar General, URSB	4.0	3.1	2.9	2.8	2.7	2.7	2.7
29	Executive Director, NDA	4.1	3.1	3.0	2.8	2.7	2.7	2.7
30	Executive Director, UEGCL	4.1	3.1	3.0	2.8	2.7	2.7	2.7
31	Secretary EOC	4.4	3.3	3.2	3.0	2.9	2.9	2.9
32	Specified, Judiciary	4.4	3.4	3.2	3.1	3.0	3.0	2.9

S/N	Officer	No. of Years taken to earn the first seven highest earner's annual pay						
		highest Earner	2 nd highest earner	3 rd highest earner	4 th highest earner	5 th highest earner	6 th highest earner	7 th highest earner
33	Specified, Judiciary	4.5	3.5	3.3	3.1	3.1	3.1	3.0
34	Executive Director, DDA	4.7	3.6	3.4	3.2	3.2	3.2	3.1
35	Board Secretary, URSB	4.8	3.7	3.5	3.3	3.3	3.3	3.2
36	Director Finance & Administration, UNRA	5.0	3.8	3.7	3.5	3.4	3.4	3.3
37	Secretary, LRC	5.5	4.2	4.0	3.8	3.7	3.7	3.6
38	Director, NCDC	5.5	4.2	4.0	3.8	3.7	3.7	3.6
39	Director, NARO	5.6	4.3	4.1	3.8	3.8	3.8	3.7
40	Executive Director, UNRA	5.6	4.3	4.1	3.9	3.8	3.8	3.7
41	MD, Namboole Stadium	6.3	4.8	4.6	4.3	4.2	4.2	4.1
42	Director General, NARO	6.4	4.9	4.7	4.4	4.3	4.3	4.2
43	Director, LDC	6.9	5.3	5.1	4.8	4.7	4.7	4.6
44	Head of Public Service	10.8	8.3	7.9	7.5	7.3	7.3	7.1
45	Chief Registrar	11.1	8.5	8.1	7.7	7.5	7.5	7.3
46	Solicitor General	11.1	8.5	8.1	7.7	7.5	7.5	7.3
47	Director General of Health Services	11.3	8.7	8.3	7.9	7.7	7.7	7.5
48	Director General UAC	11.6	8.9	8.5	8.0	7.8	7.8	7.7
49	Academic Registrar, MUK	13.4	10.3	9.8	9.3	9.1	9.1	8.9
50	Permanent Secretaries GoU	14.1	10.9	10.3	9.8	9.6	9.6	9.3
51	University Vice Chancellors	14.9	11.4	10.9	10.3	10.0	10.0	9.8
52	Director, Technical Support Services, UEC	16.9	13.0	12.4	11.7	11.4	11.4	11.2
53	Chief Magistrate	18.7	14.4	13.7	13.0	12.6	12.6	12.4
54	CAO/Accountant General/ Director	22.5	17.3	16.5	15.6	15.2	15.2	14.9

Source: MPS 2015/2016 and MPS 2016/17

Audit findings reveal that a Permanent Secretary in the Ministry of Finance Planning and Economic Development is required to work for 10 years and nine months to be able to get what a Commissioner General URA earns just in one year. This implies that the one year's efforts of a Commissioner General in URA are equivalent to 10.8 year's effort of any Permanent Secretary.

6.3.9 Salary distribution among government workers at deputy level or its equivalent in different institution

According to the design of Institutional Structures, under the technical head of any institution, there is a deputy who assists the Head in the overall management of a given entity. Table 6.9 below presents the amount of salary paid to the various officials at the level of deputy in selected government institutions;

Table 6.9: Salary distribution among government workers at deputy level or its equivalent in different institution

S/N	Officer	Monthly	Annual	% earned as a %age of highest earner
1.	Directors NITA	27,094,546	325,134,552	100%
2.	Deputy Executive Director, KCCA	27,000,000	324,000,000	99.7%
3.	Head Finance UCDA	18,902,125	226,825,500	70%
4.	Deputy IGG	15,005,000	180,060,000	55%
5.	Deputy Executive Director, UNBS	14,026,018	168,312,216	52%
6.	Deputy Executive Director, UTB	12,000,000	144,000,000	44%
7.	Deputy Director CDO	11,750,000	141,000,000	43%
8.	Director UIRI	11,362,000	136,344,000	42%
9.	Director, UEPB	10,000,000	120,000,000	37%
10.	Deputy Director NAADS	10,000,000	120,000,000	37%
11.	Director PPDA	9,048,000	108,576,000	33%
12.	Deputy Director, DDA	8,433,728	101,204,736	31%
13.	Under Secretary, EOC	8,061,640	96,739,680	30%
14.	Under Secretary LRC	7,470,000	89,640,000	28%
15.	Deputy Director, NARO	6,394,166	76,729,992	24%
16.	Deputy Director, LDC	6,248,750	74,985,000	23%
17.	Deputy Head of Public Service	4,099,486	49,193,835	15%
18.	Registrar/Deputy Registrar/Director	4,064,736	48,776,832	15%
19.	Directors	3,735,353	17,929,694	6%
20.	Deputy Secretary to the Treasury	3,419,578	41,034,935	13%
21.	University Deputy Vice Chancellors	3,286,369	39,436,428	12%
22.	Deputy Chief Administrative Officer	2,369,300	28,431,605	9%
23.	Assistant Inspector General of Police	2,369,300	28,431,605	9%
24.	Deputy Director in Public Service	2,081,031	24,972,374	8%
25.	Commissioners/Under Secretaries	1,859,451	22,313,410	7%

Source: MPS 2014/2015

Out of the 25 positions analysed among official at deputy level or its equivalent in the various government public institutions, the highest salary earners include: Directors NITA, Deputy Executive Director KCCA, Head Finance UCDA, Deputy IGG, Deputy Executive Director UNBS, Deputy Executive Director UTB, Deputy Director CDO, Director UIRI, Director UEPB and Deputy Director NAADS.

Audit findings unearth wide disparities in the monthly salaries of officials at the level of deputy or its equivalent in the different government public institutions. Observations

reveal that some officials earn two-to-six times more than their counterparts in other public enterprises, and in some cases junior staff in certain entities, surprisingly, earn more than their CEOs.

6.3.10 Salary disparities in higher institutions of learning

Higher institutions of learning have mainly expressed concern over low pay as compared to other government agencies such as KCCA, UCC, URA, UNRA, LDC, UNBS, BOU, and NSSF among others. Generally, there are minimal differences between salaries paid to different workers in the different universities as presented in Table 6.10 below:

Table 6.10: Annual salary disparities in higher institutions of learning

S/N	Salary Scale	Makerere	Busitema	Kyambogo	Mbarara	MUBs
1	M1	43,017,792	75,675,600		89,057,040	86,902,320
2	M2	47,511,696	46,563,864	76,821,888	71,524,668	86,902,320
3	M3	52,858,584	63,424,092	42,633,408	48,332,940	44,765,880
4	M4	40,264,020		44,248,404	41,489,532	39,532,080
5	M5	42,257,652	41,526,756	39,651,960	33,758,856	32,748,816
6	M6	28,974,600	34,696,908	28,190,472	30,304,368	23,801,304
7	M7	23,947,164	29,694,924	22,144,440	24,638,844	19,163,196
8	M8	20,424,072			20,424,072	18,306,912

Source: MPS 2015/2016

6.3.11 Salary disparities among government workers at lower levels in the different government institutions

Like the case has been presented at the top most levels, salary disparities trickle down to the lower level workers. In certain institutions, lower level workers are paid different salary scales as compared to other workers in the same entity. Cases in point are the teachers and medical workers in Kampala Capital City Authority paid under the Ministry of Public Service Structure yet their counterparts are paid under the KCCA salary structure.

6.3.12 Employment benefits among government workers in different institution

Different government public institutions have different employment benefits ranging from; NSSF, pension, gratuity, lunch, housing, vehicle (mileage) and medical care among others.

6.4 Attributes of salary disparities

With the exception of statutory agencies like Uganda Revenue Authority, National Social Security Fund, National Water and Sewerage Corporation, the Inspectorate of Government and others who structure their own remuneration, other public employees' pay is regulated by the government through the Public Service Commission. Institutions

usually submit their budget for the following financial year to the Budget Committee and the Ministry of Finance decides what %age of increment is given to each institution.

According to the Ministry of Public Service, government remunerates civil employees basing on their academic qualifications, experience, duties, work environment, responsibility for official assets and physical effort. A senior officer or assistant manager in any ministry earns a gross salary of USh. 1m whereas his counterpart at National Planning Authority takes home USh. 6m. The remunerations shoots up when allowances in form of housing, vehicle (mileage), medical care and others are added.

In the Third National Integrity Survey done in 2008, the inspectorate disparaged the skewed public service salary structure where some officers earn over USh.20m while others, within the same rank, qualification and experience, earn just USh.1m or less. Statutory agencies' directors' term of office is fixed, while the rest of the staff are permanent and can serve till they retire.

The terms and conditions of appointment also have a bearing on remuneration disparity of public officials. The heads of statutory bodies are appointed on contract basis of mostly four-five years, which means they have no guaranteed job security unlike civil employees working in government ministries, mostly employed on permanent and pensionable basis. In addition, some of the contract officers are appointed on four-five year contracts, renewable only once.

6.5 Consequences of wage/salary disparity

The wage/salary disparity in Uganda could become a cause of concern for the country's efforts to keep its best professionals at home. Brain drain has for long been affecting the economy. Countries neighbouring Uganda enjoy more of the best of Uganda's professionals, especially in the medical and education fields.

With the East African Common Market charter operational, the borders have been made more flexible to Uganda's best brains who are disillusioned with the public service sector. Uganda is losing at least 1,400 skilled professionals each year, according to Dr Margaret Mungherera, the then president of Uganda Medical Union. "For example, in 2007 virtually all medical workers in Adjumani District resigned and got employment in southern Sudan," Dr. Mungherera said. More recently, Rwanda opened its interview boardrooms to over 3,000 Ugandan teachers.

6.6 Recommendations

With reference made to the Audit findings, a number of recommendations are made herein. The recommendations are based on the disparities cited in the distribution of salaries among government workers in the different public institutions in Uganda and the likely risks if nothing is done to improve the status quo. The recommendations are as follows;

S/N	Performance Issue	Recommended Action
i.	Wide salary disparities between employees in different institutions at relatively same level.	Government should consider increasing salaries of traditional public employees to reduce the gap between what they earn as compared to other employees in other public institutions. It was noted that employees in non-government organisation which do work related to that of public service are paid fair wages ranging from 1.5 million for fresh graduates to over 10 million for the top managers.
ii.	Differing salary scales between the different institutions of government	Public service and the respective Institution should be tasked to explain the criteria used to determine the salary scales of different institutions.
iii.	Variations in employment benefits across public institutions	<p>Government should review employment benefits across all public institutions and come up with measures to address the disparities.</p> <p>There is need to urgently fast track the operationalisation of the Public Salaries Board to regulate and harmonise all remuneration and enrolments from the Consolidated Fund</p>
iv.	Limited commitment towards rewarding professionalism	<p>Government should ensure that professionalism is duly rewarded. For instance, in the forces, there is a professionalism allowance given according to one's level of education and rank.</p> <p>The Ministry of Public Service should bench mark in other African countries that have made positive progress in synchronizing salary disparities.</p>

CHAPTER SEVEN

STATE OF EQUAL OPPORTUNITIES IN GOVERNANCE

7.0 Introduction

This chapter presents the state of equal opportunities in Governance. The Chapter is divided into four sub-sections namely;

- i. Involvement of the marginalised in decision making processes,
- ii. Involvement of marginalised groups in the election process,
- iii. Responsiveness to concerns of gender and equity in the distribution of Cabinet and other Ministerial Positions, and
- iv. Recommendations that may advance the participation and empowerment of the marginalised groups.

7.1 Legal and Policy Framework on Governance

The Constitution of the Republic of Uganda recognises the state as one based on democratic principles which empower and encourage the active participation of all people at all levels of governance. It also recognises the fact that the composition of government ought to be broadly representative of the national character and social diversity of the country.

Article 21 (1) and (2) emphasize equality of all Ugandans before the law and that no one should be discriminated against on the ground of sex, race, color, ethnic origin, tribe, birth, creed or religion, social or economic standing, political opinion or disability”.

Article 36 also states that, “Minorities have a right to participate in decision making processes and their views and interests shall be taken into account when making national plans and programmes.”

Article 32 (2) of the Constitution of the Republic of Uganda obliges Parliament to make laws to effect to affirmative action in favour of groups marginalised; women, persons with disabilities, workers, and the youth.

In its international obligations under various equal opportunities treaties protecting the marginalised populations from exploitation and discrimination, Government must ensure the effective participation and representation of all such groups by undertaking effective protective and promotional measures and equal opportunities guarantees.

7.2 Interventions by the Commission in Governance

In execution of its mandate, the Commission carried out a number of interventions to address concerns raised by the public and in particular the marginalised on noncompliance with equal opportunities and affirmative action in governance. The interventions included among others;

- i. An Audit on compliance with the Local Government Act Cap. 243 in relation to participation and involvement in governance processes in the districts of Kalangala, Pader, Lira, Nwoya, Napak, Bulambuli, Kaberamaido, Ngora, Kotido, Buikwe, Hoima, Buliisa, Nakapiripirit, Moroto, Mayuge, Luwero, Zombo, Masaka, Kasese, Kamwenge, Isingiro and Rukungiri.
- ii. The Commission also carried out a study on the effectiveness of the representation of the Marginalised Groups, in relation to affirmative action as provided for in the Local Government Act Cap. 243, in the districts as mentioned in (i) above.
- iii. The Commission made an analysis on the responsiveness to concerns of gender and equity in the distribution of Cabinet and other ministerial positions.

7.3 Effectiveness of Representation of the Marginalised Groups in District Local Councils

Involvement, participation and mainstreaming of special interest groups issues in social economic service delivery is instrumental in the achievement of the NDP II, Vision 2040 and Sustainable Development Goals. Among others, these groups include; Youth, older Persons, Women, People Living with HIV/AIDS, Persons with Disabilities (PWD), Children, and Ethnic Minorities. These interest groups not only constitute the majority of Uganda's Population (over 78%) but also dominate Uganda's poor (POPSEC 2013). This sub section presents findings on the effectiveness of representation of the marginalised groups in district local councils.

7.3.1 Presentation of concerns of the marginalised groups in district local councils

Assessments conducted by the Commission in the above mentioned districts reveal that over 80% of the special interest group's representatives have presented issues concerning their constituents to district local councils. Among the concerns presented for debate included the following;

- i. High school dropout rates amongst the girls in the communities for example in Nwoya Primary school eight girls dropped out during the first term of the year 2016 due to early pregnancy/marriage. Other districts where related concerns were presented include; Buliisa, Zombo and Hoima.
- ii. Accessibility to public amenities by PWDs for example a PWD representative in Hoima district advocated for ramps to be constructed on every public building more especially in schools and hospitals;

- iii. Discrimination in representation of PWDs on District Service Commissions (DSCs). For example in Kamwenge, Mayuge and Kasese Districts, the requirements for PWDs to serve on the DSC are so high which makes it hard for them to be members i.e. qualifications, negative attitude and in some instances political influence.
- iv. Building capacity of girls in schools to take up leadership positions in schools;
- v. High unemployment rates especially among eligible youths and PWDs;
- vi. Issues on discrimination when it comes to accessibility of the youth fund in the various districts visited were presented as well. Counselors advocated for youths to be given equal opportunity in resource allocation;
- vii. General discrimination in provision of national IDs especially among the ethnic minorities in Buliisa district and delivery of other social services
- viii. Land related issues and conflicts amongst various groups of people, these were presented in the districts of Hoima, Buliisa and Nwoya;
- ix. Gender based violence and domestic violence issues which affected the women mostly and the major causes presented were alcoholism among the men, un equal sharing of resources amongst couples;
- x. Issues on formation of special projects to support the marginalised groups; special grants for women, livelihood support for PWDs were also presented;
- xi. Illiteracy and ignorance among various categories of the marginalised groups;
- xii. Lack of special needs education teachers and special needs assistive devices in schools;
- xiii. Resources to procure drugs for mental cases and epilepsy;
- xiv. Poor monitoring of all various groups formed in the community to participate in livelihood activities.

7.3.2 Reasons attributed to non-consideration of concerns raised by representatives of special interest groups

The Commission sought for information to explain why some concerns of the marginalised groups are rejected in district council meetings. The interactions with representatives of marginalised groups in the various districts visited revealed the following;

- i. Language barrier: some of the councilors are not in position to express themselves very fluently in English yet most of the council meetings are conducted in English, this makes it challenging for the illiterate councilors to express themselves. In other instances, they are engaged to just make quorum
- ii. Limited resource availability to cater for the presented concerns of marginalised groups. The representatives of marginalised groups confirmed that the district leadership often allocates meager resources towards solving their concerns.
- iii. Limitations in existing legal frameworks (laws and regulations) on governance issues in districts. E.g. the Local Government (Amendment) Act

- iv. Negative attitudes towards Special Interest Groups (SIGs): some district leaders generally believe that PWDs among other marginalised groups cannot manage certain leadership roles and or jobs. Thus, they are often discriminated against due to their status.
- v. Limited access to information in the district: Some representatives of marginalised groups argued that most of the information on resource allocations, governance issues do not trickle down to them from the districts. This contradicts the provisions of Article 41 (1) of the 1995 constitution of the Republic of Uganda.
- vi. Corruption and bribery amongst some of the top leaders at the district councils. For instance, in a number of districts e.g Kamwenge, Isingiro, resources for Youth Livelihood Programme, Disability grants are often misappropriated and or mysteriously allocated to cater for other demands in the districts. E.g. in Bulisa district the councilors had budgeted for assistive devices and when funds were released, they were diverted to other priorities.
- vii. Inferiority complex among women leaders: Women fear to communicate due to language barrier in some instances and stigmatization.
- viii. Politics of Council meetings: Council is always about numbers. When the persons advocating for a certain issue are few at the council level, their issues are usually not heard and considered for action.
- ix. Lack of commitment among the youth: most of the youths are not committed and lack trust and cooperation amongst each other. Due to this lack of cooperation and cohesion their issues are usually ignored.

7.3.3 Actions taken on some of the issues presented to the district local council;

Majority of the Special Interest Groups representatives noted that the issues they present during the council meetings concerning their constituents are usually not given due consideration. Nevertheless a few actions were taken on some of the issues presented in district council meetings and these are outlined below;

- i. Support of PWDs to participate in elections and district councils
- ii. By-laws for domestic violence and prison sentences for defilement were put in place in Hoima district
- iii. Trainings conducted in various places including schools to encourage girls and women to take up leadership positions
- iv. Sensitisation of the community about the need and benefits of education for the girl child to enable parents keep their children especially girls in school
- v. PWDs, Older Persons, Women and Youth encouraged to participate in agricultural activities especially with the recent OWC programme

7.3.4 Participation by representatives of the marginalised groups in decision making

In the decision making process, representatives of Special Interest Groups are required to participate in the district local council committees and meetings. The decision making functions include;

- (i) Involvement in the decisions passed in council as a representative of special interest groups
- (ii) Reviewing district/local council budgets for the last 12 months and ensuring inclusion of issues concerning the marginalised.
- (iii) Raising issues concerning the marginalised in committee, council and or technical meetings.
- (iv) Receiving and solving problems or disputes concerning marginalised groups forwarded from lower local government councils.

The Commission made an assessment to establish the level of participation of representatives of special interest groups in the functions of the District/Local Council Committees and the findings are presented in Table 7.1 below;

Table 7.1: Participation of representatives of marginalised in the district/local council committees

Functions of the District Executive Committee	Youth	Women	PWDs
i. Initiating and formulating policies for approval by the council	46%	49%	37.6%
ii. Overseeing the implementation of the Government and the council's policies and monitoring and coordinating activities of nongovernmental organisations in the district	48%	50.3%	39%
iii. Monitoring the implementation of council programmes and taking remedial action where necessary	41%	44%	35%
iv. Recommending to the council persons to be appointed as members of the district service Commission, local government public accounts committee, district tender board, district land board or any other boards, Commissions or committees that may be created;	7.1%	14.3%	14%
v. Receiving and solving problems or disputes forwarded from lower local government councils	11%	19%	14.3%
vi. Evaluating the performance of the council against the approved work plans and programmes at the end of each financial year	55%	42.9%	35.7%
vii. Carry out other duties on behalf of the council as may be authorized by the law.	42.9%	50%	35.7%
Average	36%	38.50%	30.19%

Source: EOC 2016

The Commission assessed 7 functions of the counselors to derive the participation Index by attaching weights in respect to the scales given by respondents to each function. The total responses to the best scale (*On a scale of 1-4, where 1 is strongly disagree 2 is Disagree, 3 is Agree and 4 is strongly agree*). The overall participation index in the functions of district/local councils of the representatives of the marginalised groups was 30.19%.

Three groups of marginalised persons were considered in this analysis (PWDs, Youths and Women). Older Persons and Ethnic Minorities were not represented. Overall, participation by women representatives ranked highest of the three marginalised groups, followed by PWD representatives as well as Youth Representatives. Further discussions with the representatives of marginalised groups in the districts visited confirmed that some of the representatives' views expressed are often not taken seriously in some districts like Kasese, Kamwenge, Lira and Hoima district.

7.3.5 Sharing of feedback to the constituents by their representatives

The Commission examined the interaction of the representatives of the Special Interest Groups with their constituents with regards to receiving information on their concerns and giving them feedback. Three areas were considered in this analysis;

- (i) Holding consultative meetings with constituents to gather their views on issues in the community that affect their livelihood.
- (ii) Mobilising constituents to participate in formulation and implementation of government programmes and campaigns.
- (iii) Regularly updating constituents on issues discussed in districts/local councils committee meetings.

The findings of the assessment are presented in Table 7.2 below;

Table 7.2 Sharing of feedback to the constituents by their representatives

S/N	Mechanisms for receiving and giving feedback to constituents	Youth	Women	PWDs
i.	Hold consultative meetings with constituents to gather their views on issues in the community that affect their wellbeing	77.7%	74%	66.6%
ii.	Mobilise constituents to participate in formulation and implementation of government programmes and campaigns	77.7%	74%	73.3%
iii.	Regularly update constituents on issues being discussed in district/local council.	63%	74%	69%
	AVERAGE	73%	74%	69.6%

Source: EOC 2015

From the above table, majority of the representatives (over 65%) had held consultative meetings as well as shared feedback with their constituents on issues discussed in district/local councils in the last one year. Overall, women representatives had actively participated in the above activities (holding consultative meetings and sharing feedback) compared to their counterparts the youth and PWDs. Older Persons and Ethnic Minorities were not represented in this analysis due to the fact that they are not represented.

7.4 Participation of the Marginalised Persons in the Electoral Processes

Uganda is currently seen as a model country in relation to marginalised groups' (youth, women and PWDs) participation in politics and electoral processes. This is a result of a series of government policy and political reforms that instituted affirmative action for marginalised groups at all levels of the political structures.

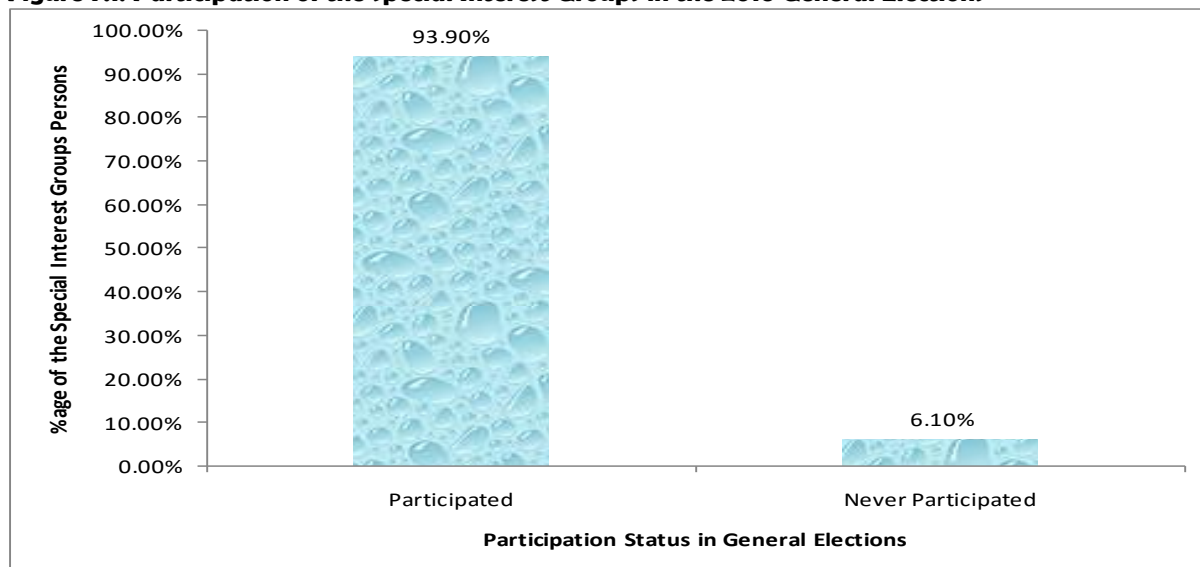
This affirmative action policy, in particular the mandatory inclusion of special interest groups (women, youth and PWDs) in local council and parliamentary elections has increased participation of these groups in mainstream politics over the years. As a result of this affirmative action, women currently occupy over 30% of parliamentary positions and a minimum of 30% in local government, which places Uganda well above the regional (Sub Saharan Africa) average at 14.3%.

Equal Opportunities Commission carried out a post-election assessment amongst the various special interest groups of people to ascertain their level of involvement in the recently concluded general election processes and some of the challenges they faced as special interest groups. This sub section presents the findings of the assessment.

7.4.1 Involvement of marginalised groups in the 2016 general elections

During the Commission's assessments, the marginalised persons were asked to report on whether they had participated in the 2016 general election processes for their leaders at national, district and lower local council levels; Figure 7.1 below details the findings;

Figure 7.1: Participation of the Special Interest Groups in the 2016 General Elections



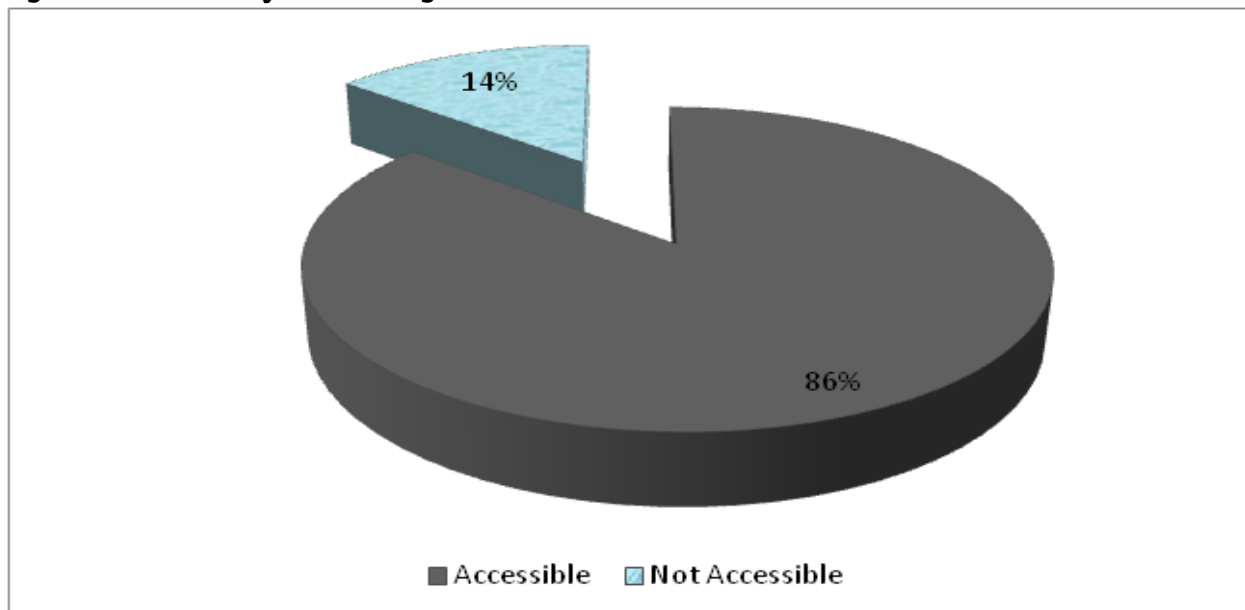
Source: EOC Post Election Assessment 2016

Majority (93.9%) of the study participants took part in the recent election processes. The Commission applauds this affirmative action by government which has redressed the historical imbalance, disparity and or injustice with regard to participation of the special interest groups in politics. However, we need to bear in mind that participation in elections and or electoral processes cannot be taken as an end in itself in terms of informing effective participation of marginalised groups in other government programmes. More needs to be done to ensure that their participation is also reflected in all other spheres.

7.4.2 Accessibility to the voting area in the study districts

The Commission made assessment on the accessibility of voting area. Providing access to voting areas is a challenge to the election process for the marginalised persons/groups. Figure 7.2 below presents satisfaction levels of special interest groups on the accessibility of voting areas;

Figure 7.2: Accessibility to the voting area



Source: EOC Post Election Assessment 2016

Majority of the marginalised persons (86%) reported that the areas gazetted for the voting exercise were accessible for all groups of people while 14% reported that polling stations were not accessible. They reported that polling stations had no parking areas or adequate signage to provide direction to persons with disabilities and most of them had no pathways that are responsive to the needs of PWDs.

7.4.3 Campaigns

Campaign meetings are important for voters to make informed choices. Free and fair grounds ought to be given to all the competing parties, candidates and voters. The Equal Opportunities Commission made an assessment of the level of fairness of the campaign process among the marginalised groups of people and the findings are presented in Figure 7.3 below;

Figure 7.3: Fairness in conducting the campaign process



Findings revealed that 77.3% of the respondents believed that the campaign process of their leaders was conducted in a free and fair manner. 22.7% of the respondents believed that the campaign process was not fairly conducted. Some of the reasons attributed to the unfair process included the following;

- i. Campaigns were selectively done, people deep down in the villages would find it hard to move to the gazetted places where the campaigns would be conducted since most of these gazetted places were located in towns which are far away from their villages.
- ii. PWDs were not given any special consideration during the campaigns despite their status, there were no special spaces gazetted for them at the campaign grounds and this made most of them to miss out on the campaign rallies, those that managed to attend did it with a lot of difficulty.
- iii. There was intimidation of voters and voter bribery during the campaigns especially those of the lower local councils.
- iv. Posters of some candidates were destroyed during the campaign processes hence making the process expensive and unfair for some of the candidates.

7.4.4 Challenges encountered by the marginalised groups during the election process

- i. Lack of resources to actively participate in nomination, campaigns & other electoral processes. Money is required to finance the campaign process and to also pay a non-refundable nomination fee of about 30,000 by councilors representing marginalised groups at the sub-county level. Many of the marginalised groups still face vulnerabilities and hence could not raise the non-refundable fee to participate in the process.
- ii. The PWDS are often discriminated against not just in the community but also by family members due to a misconception that elections do not affect their lives hence no need to participate in the electoral process. However, these could be potential candidates for elections or even be employed as polling Agents or workers at the polling stations. For example, some of the PWDs interviewed did not have National IDs since their families did not think it was necessary for them to have them and yet it was a requirement to have National ID to participate in the voting exercise.
- iii. Long distances to the polling stations; some of the polling stations were very far from where people reside and as such some Special Interest Groups especially PWDs and older persons were not in position to participate since they lacked transportation to these polling stations. Some family members were also reported to be unwilling to accompany PWDs who needed assistance to the polling stations.
- iv. Intimidation of women by their husbands whereby some husbands barred their wives from participating in election processes. Other husbands forced their spouses to support candidates of their choice and those who claimed that they had rights to make personal choices risked to be subjected to divorce or face domestic violence.
- v. Inadequate voter education; most of the Special Interest Groups reported that civic education was generally inadequate. People particularly from rural populations complained that they were left out.
- vi. Lack of information affected women more due to time constraints and other gender-related factors. There was no adequate information in the rural communities about the rights and roles of marginalised groups in society and in cases where there was some information, the publications done were written in English hence leaving out the illiterate.

7.5 Responsiveness to Concerns of Gender and Equity in the Distribution of Cabinet and other Ministerial Positions

This sub section presents responsiveness to concerns of gender and equity in the distribution of Cabinet and other Ministerial Positions for the period 2011-2016. The areas of focus include; sub-region, tribe, district, gender, political party, religion and age.

According to Article 111(1) of the 1995 Constitution of the Republic of Uganda (as amended), "There shall be a Cabinet which shall consist of the President, the Vice President, the Prime Minister and such number of Ministers as may appear to the President to be reasonably necessary for the efficient running of the State".

7.5.1 Distribution of Cabinet positions by sub-region

The analysis examined the distribution of cabinets by sub-region since 2011. There are 16 main Sub-regions in Uganda and these are; Acholi, Ankole, Buganda, Bukedi, Bunyoro, Busoga, Elgon (Sebei and Bugishu), Karamoja, Kigezi, Lango, Teso, Toro and West Nile (Madi). It is ideal to have a cabinet that is equitably responsive to the various sub-regions in the Country. The findings of the EOC assessment are presented in Table 7.3 below;

Table 7.3: Distribution of Cabinet by sub-region for the period 2011-2016

Sub-region	Population Size (2014 Census)		Distribution of Cabinet by Sub-region							
	Population	%	2011-2015		2015-2016		2016-2021		2011-2021 Ave	
			No.	%	No.	%	No.	%	No.	%
Acholi	1,500,770	4%	2	3%	2	3%	2	2%	2	3%
Ankole	2,895,628	8%	12	16%	12	15%	10	12%	11	15%
Buganda	9,529,227	28%	17	23%	16	21%	20	25%	18	23%
Bukedi	1,881,417	5%	3	4%	3	4%	3	4%	3	4%
Bunyoro	2,028,545	6%	4	5%	4	5%	4	5%	4	5%
Busoga	3,583,200	10%	5	7%	4	5%	8	10%	6	7%
Elgon	1,758,097	5%	5	7%	4	5%	4	5%	4	6%
Karamoja	965,008	3%	2	3%	2	3%	2	2%	2	3%
Kigezi	1,376,774	4%	5	7%	10	13%	5	6%	7	9%
Lango	2,061,694	6%	3	4%	3	4%	4	5%	3	4%
Teso	1,819,708	5%	5	7%	5	6%	4	5%	5	6%
Toro	2,573,915	7%	4	5%	5	6%	7	9%	5	7%
West Nile	2,660,667	8%	6	8%	8	10%	8	10%	7	10%
G.Total	34,634,650	100%	73	100%	78	100%	81	100%	77	100%

Source: Computed by EOC using published Cabinet Lists 2011-2016

The above findings reveal that Buganda Sub-region attained the highest share of Cabinet positions for the last three consecutive reshuffles with an overall average of 23%. This was followed by Ankole, West Nile and Kigezi sub-regions with a share of 15%, 10% and 9% respectively. Sub-regions whose average share was 4% and below include;

Lango (4%), Karamoja (3%), Acholi (3%) and Bukedi (4%). However, despite sub-regional %age disparities, there was a Cabinet Representative from each of the Sub-region for all the reshuffles. Important to note is that there is an observed relationship between population size and the %age share of cabinet representation with highly populated sub-regions having a bigger share compared to less populated sub-regions.

7.5.2 Distribution of Cabinet positions by tribe

Uganda is a country of many tribes/cultural contrasts, with 75 tribes (UBOS Census 2014), which include the Acholi, Alur, Aringa, Bafumbira, Baganda, Bagisu, Bagungu, Bagwere, Bahororo, Bakiga, Bakonzo, Banyankore, Banyala, Banyarwanda, Banyole, Banyoro, Baruuli, Basoga, Basongora, Batuku, Batwa, Bokora, Chope, Dodoth, Ik (Teuso), Iteso, Jie, Jonam, Jopadhola, Kakwa, Karimojong, Kebu, Kumam, Langi, Lendu, Lugbara, Madi, Matheniko, Mvuba, Napore, Nubi, Pian, Pokot, Sabiny and Samia. It is vital to ensure fair representation of the various tribes while distributing Cabinet positions. The Commission made an assessment of the Cabinet since 2011 on its equitable responsiveness to tribe and the findings are presented in Table 7.4 below.

Table 7.4: Distribution of Cabinet by tribe for the period 2011-2016

Tribe	2011-2015	2015-2016	2016-2021	Average
1. Acholi	2	2	2	2
2. Alur	2	2	2	2
3. Iteso	5	5	4	5
4. Jopadhola	1	1	1	1
5. Kakwa	1	1		1
6. Karimojong	2	2	2	2
7. Langi	3	3	4	3
8. Lugbara	1	4	4	3
9. Madi	2	1	2	2
10. Bafumbira	1	1		1
11. Baganda	15	14	17	15
12. Bagishu	3	3	3	3
13. Bagwere	1	1	1	1
14. Bahororo		2		2
15. Bakiga	4	7	5	5
16. Bakonjo	1	1		1
17. Banyankore	13	13	12	13
18. Banyoro	4	4	4	4
19. Baruuli	1	1	1	1
20. Basoga	5	4	8	6
21. Basongora			1	1
22. Batooro	2	3	5	3
23. Bamba	1	1	1	1
24. Samia	2	1	1	1

Tribe	2011-2015	2015-2016	2016-2021	Average
25. Sebei	1	1	1	1
Grand Total	73	78	81	77

Source: Computed by EOC using published Cabinet Lists 2011-2016

Out of the 75 tribes listed above, only 25 tribes were able to secure a cabinet position in the last three consecutive reshuffles. 50 tribes have not been able to be part of Cabinet during the last three reshuffles. Overall, the Baganda have had the highest share of cabinet positions or representation followed by the Banyankore with an average of 15 and 13 positions respectively for the last three reshuffles.

7.5.3 Distribution of Cabinet positions by district

The Republic of Uganda is made up of 112 districts. The President appoints Cabinet drawn from the various districts in Uganda. The Commission made an assessment on the distribution of Cabinet Positions by district and the findings are presented in Table 7.5 below;

Table 7.5: Distribution of Cabinet positions by district

District	Cabinet		
	2011-2015	2015-2016	2016-2021
1. Adjumani	1	1	1
2. Alebtong	1	1	
3. Amolatar	1	1	
4. Amuria	1	2	2
5. Arua		2	2
6. Budaka		1	
7. Bududa	2	1	
8. Bugiri	1		
9. Bulambuli	1	1	1
10. Bundibugyo	1	1	2
11. Bushenyi	2	2	1
12. Busia	2	1	
13. Gomba		1	
14. Gulu	1		
15. Hoima	1	1	1
16. Ibanda	1	1	1
17. Iganga			1
18. Isingiro	1	1	1
19. Jinja	1	1	1
20. Kaabong	1	1	1
21. Kabale	3	4	3
22. Kabarole		1	3
23. Kaliro			1

District	Cabinet		
	2011-2015	2015-2016	2016-2021
24. Kalungu		1	1
25. Kampala	1		2
26. Kamuli	2	2	2
27. Kamwenge		1	1
28. Kanungu	1	1	1
29. Kapchorwa	1	1	1
30. Kasese	2	1	
31. Katakwi	1	1	
32. Kayunga	1	2	1
33. Kibaale	1	1	2
34. Kiboga	1	1	1
35. Kibuku	1		1
36. Kiruhura	2	2	1
37. Kisoro	1	2	1
38. Kitgum		1	1
39. Koboko	1	2	1
40. Kole			1
41. Kumi	2	2	2
42. Kyenjojo	1	1	1
43. Lamwo	1	1	1
44. Lira	1	1	1
45. Luuka			1
46. Luwero	3	2	2
47. Lyantonde	1		
48. Manafwa			1
49. Maracha	1	1	1
50. Masaka		1	1
51. Masindi	2	2	1
52. Mayuge	1	1	1
53. Mbale		1	1
54. Mbarara	1	1	
55. Mitooma	1	1	1
56. Mityana	1	1	1
57. Moyo	1		1
58. Mpigi	1	1	1
59. Mubende	1	1	1
60. Mukono		1	2
61. Nakapiripirit	1	1	1
62. Nakaseke	2		
63. Nakasongola	2	1	1

District	Cabinet		
	2011-2015	2015-2016	2016-2021
64. Namutumba			1
65. Nebbi	1	1	
66. Ntungamo	3	2	2
67. Oyam			2
68. Paliisa	1		
69. Rakai	2	2	2
70. Rukungiri	1	3	1
71. Sembabule	1	1	2
72. Sheema	1	2	2
73. Tororo	1	1	2
74. Wakiso			2
75. Zombo	1	1	2
Grand Total	73	78	81

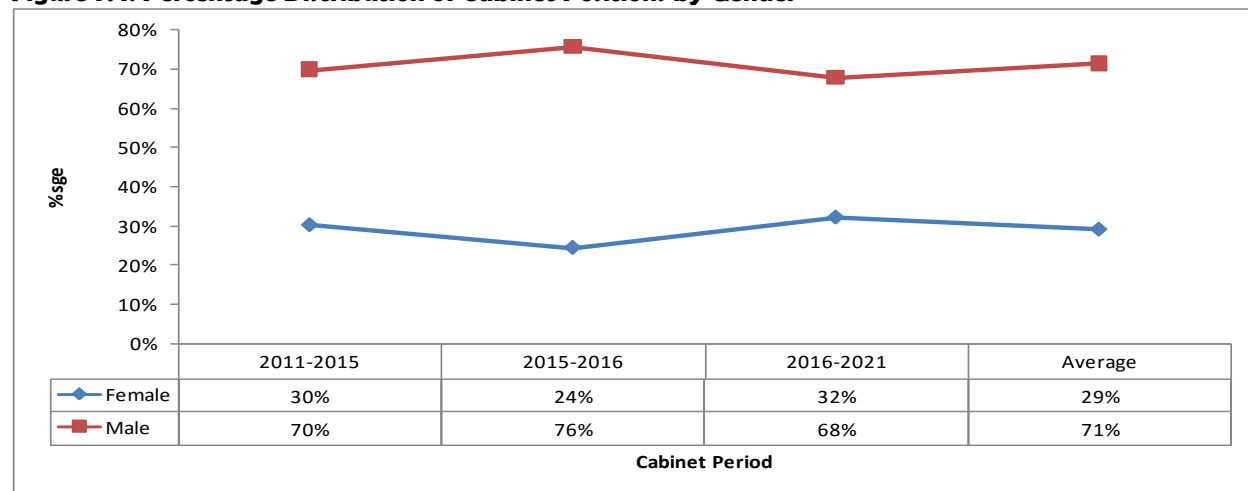
Source: Computed by EOC using published Cabinet Lists 2011-2016

Out of 112 districts in Uganda 75 (67%) districts have had at least a Cabinet Representative in the last three consecutive reshuffles. This implies that a total of 37 districts have not had a Cabinet Representative in the last three reshuffles.

7.5.4 Distribution of Cabinet positions by gender

The Commission investigated the status of cabinet positions by gender since 2011. The findings of the assessment are presented in Figure 7.4 below;

Figure 7.4: Percentage Distribution of Cabinet Positions by Gender



Sex	2011-2015	2015-2016	2016-2021	Average
Female	22	19	26	22
Male	51	59	55	55
Grand Total	73	78	81	77

Source: Computed by EOC using published Cabinet Lists 2011-2016

From Figure 7.4 above, the proportion of females constituting Uganda's Cabinet has improved to 32% (2016-2021) from 24% (2015/2016). This translates into a %age point improvement of 8%. The overall female share in the last three Cabinets reshuffles stands at 29%. Whereas the share of females constituting Uganda's Cabinet is still below 50%, trends reveal commitment to progressively increase their share.

7.5.5 Distribution of Cabinet positions by political party

Uganda is under a multi-Party Political System. There usually tendencies of being discriminated due to one's political opinion. In the modern world, there is a growing demand for Governments in power to work closely with opposition in developing economies in the various aspects. The Commission assessed the distribution of Cabinet Positions by political affiliation and the findings are presented in Table 7.6 below;

Table 7.6: Distribution of Cabinet positions by political party

Political Party	2011-2015	2015-2016	2016-2021	Average
Ruling Party NRM	73	78	78	78
Opposition	0	0	3	3
Grand Total	73	78	81	77

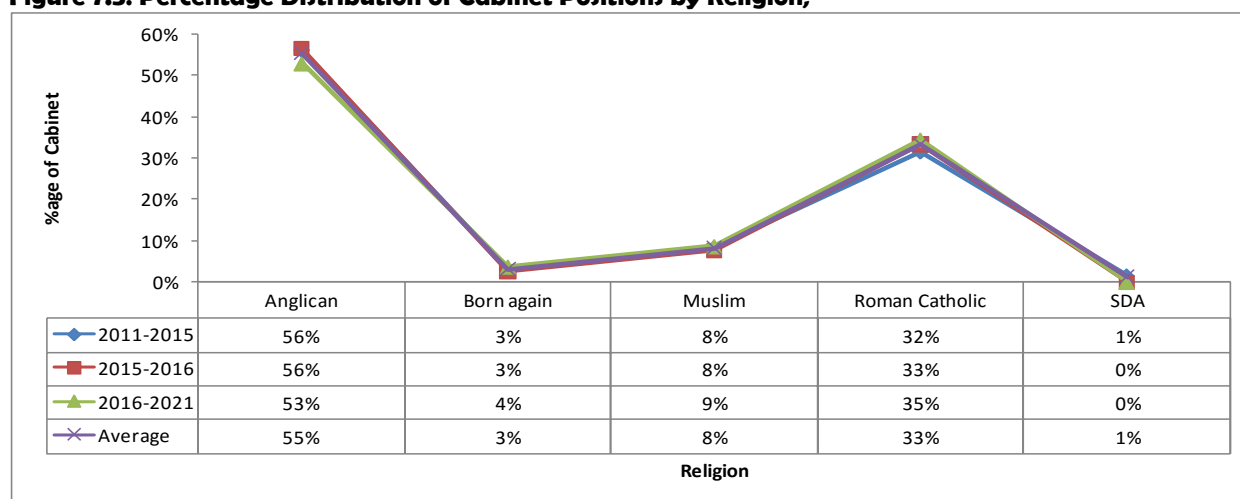
Source: Computed by EOC using published Cabinet Lists 2011-2016

In the recently announced Cabinet of 81, it was noted that 3 of the Ministers were drawn from the opposition side. The Commission commends the President for this new direction.

7.5.6 Distribution of Cabinet positions by religion

Religious discrimination involves treating a person unfavorably because of his or her religious beliefs. Religious discrimination involves valuing or treating a person or group differently because of what they do or do not believe. Specifically, it is when adherents of different religions (or denominations) are treated unequally, either before the law or in institutional settings such as employment or political appointments among others (EEOC, 2015). Figure 7.5 below shows the distribution of Cabinet positions by religion;

Figure 7.5: Percentage Distribution of Cabinet Positions by Religion;



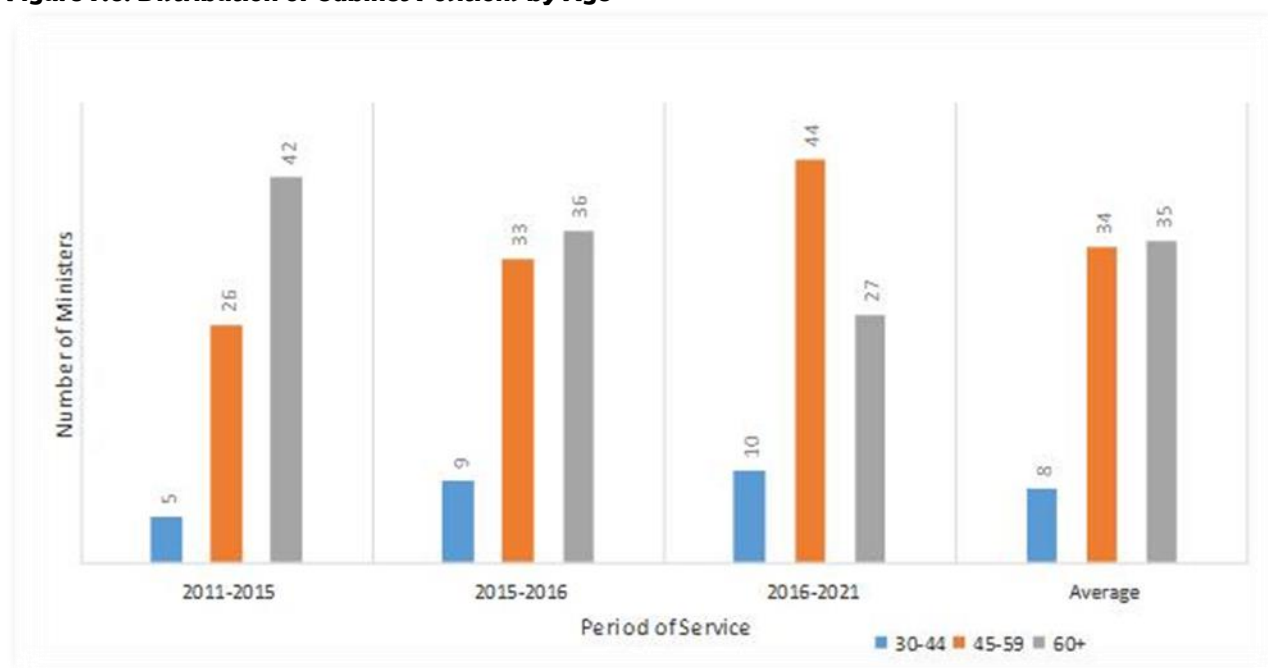
Source: Computed by EOC using published Cabinet Lists 2011-2016

The highest proportion of Cabinet Positions was allocated to Protestants and Roman Catholics. However, the results reveal progressive reduction of the Anglicans to enhance representation of the rest of the other religions. Other religions not reflected did not have a share of the Cabinet appointments.

7.5.7 Distribution of Cabinet positions by age

Uganda has one of the youngest and most rapidly growing populations in the world. According to the 2014 National Population and Housing Census, 23% of Uganda's population is constituted by the youth aged 18-30 years. A young population has advantages as it presents future social and human capital, but also disadvantages as it puts pressure on social services and available employment. With respect to age in complete years, the children, the youth and older persons are special interest groups. As indicated in Article 32 of the Constitution of the Republic of Uganda, the State must take positive steps in favour of the groups disadvantaged on the basis of their age among others. The Commission made an analysis of the distribution of Cabinet Positions by age and the findings are presented in Figure 7.6 below;

Figure 7.6: Distribution of Cabinet Positions by Age



Source: Computed by EOC using published Cabinet Lists 2011-2016

Uganda's Cabinet is concentrated in the ages 45-69. This being a high level decision making organ of government, the current distribution is equity responsive with respect to age.

7.6 Recommendations

S/N	Performance Issue	Recommended Action
i.	Limited openings for the marginalised to sufficiently express their issues directly to their representatives	The representatives of the marginalised should hold regular community meetings with their constituents in places that are accessible by all their constituents and allow freedom of expression for all groups of people during these meetings.
ii.	Lack of Transparency and accessibility of representatives of the marginalised groups	Representatives of the marginalised should be educated by Electoral on how best they can carry out their duties in a transparent manner and how they can be accessible to their respective constituents during execution of their work.
iii.	Unsatisfactory reporting and follow up on issues that concern the marginalised groups by their representatives	Representatives of the marginalised should utilise all the available opportunities to report on issues that concern the marginalised as well as follow up persistently on the issues being raised by the various groups of the marginalised people.
iv.	Lack of funds for the representatives to mobilise their	Representatives of the marginalised groups should be given facilitation and allowances by the district councils to help in mobilising their constituents for

S/N	Performance Issue	Recommended Action
	constituents for regular meetings	meetings to enable them participate effectively in the decision making processes.
v.	Ineffectiveness of representatives in providing feedback to their constituents on issues discussed at district and council level	The representatives of the marginalised should come up with consistent gazetted mediums in which they can provide feedback to their constituents on issues discussed at district and council level.
vi.	Inadequate presentation of concerns of the marginalised	Representatives of the marginalised should give major priority to issues that concern the marginalised.
vii.	In adequate representation for the marginalised groups at the local council levels	All marginalised groups should equally be given representatives at all levels of governance especially the ethnic minorities and the older persons.
viii.	Limited participation of the marginalised groups in decision making processes	<ul style="list-style-type: none"> i. All groups of people that is youths, women, older persons, PWDs, and Ethnic minorities should be educated on the importance of participation in decision making processes and be encouraged to effectively and actively participate in decision making processes by the MoGLSD. ii. The marginalised groups of people should also be involved in all ongoing activities in their communities to enable them be in position to be exposed to various issues happening in the society so as to be in position to present their concerns in an informed way.
ix.	Limited participation of PWDs in election processes	<ul style="list-style-type: none"> i. The Electoral Commission should set a special voting day for people with disabilities when necessary as well as ensure special election officers are available to assist people with disabilities. ii. Ensure as much as possible that polling stations are accessible to people with disabilities. iii. The Electoral Commission should prepare and provide timely user-friendly information on elections to people with disabilities and also deploy sign language interpreters and disburse tactile ballot papers.
x.	Limited knowledge on election process by most Special Interest Groups of people	<ul style="list-style-type: none"> i. Practical voters' education should be provided frequently. During the election campaign information and literature on the electoral process should be disseminated in a language/form that is accessible by all different categories of Special Interest groups.

S/N	Performance Issue	Recommended Action
		<ul style="list-style-type: none"> ii. Education programmes on electoral processes for Special Interest Groups of people should be conducted and there should be provisions of budgetary allocations for educators. iii. The electoral Commission should initiate special voter and civic education programmes for target groups, including women, minorities, PWDs, older persons, youth and others who may be less likely to vote, as well as programmes on women's participation aimed at men.
xi.	Limited number of SIGs contesting for the various positions	<ul style="list-style-type: none"> i. There is need for continuous sensitisation programmes even after the general election period. This could be carried out through seminars, workshops that are participatory aimed at equipping voters and candidates with leadership skills. This would enable the marginalised groups of people especially youth, women and PWDs to build confidence and reduce inferiority complex associated with low participation. ii. Nomination fees should be removed for the positions of special interest groups of people since some of them are willing to contest for these positions but are not in position to raise the nomination fees.
xii.	Women making wrong choices due to influence from their spouses	The Electoral Commission should ensure that election officials and all voters especially the SIGs understand that family voting is wrong.
xiii.	Non representation of persons with disabilities on the Cabinet	The principle of Affirmative action should be reflected in cabinet appointments in respect of special interest groups

CHAPTER EIGHT

STATUS OF UGANDA'S COMPLIANCE WITH INTERNATIONAL AND REGIONAL INSTRUMENTS RELATING TO EQUAL OPPORTUNITIES

8.0 Introduction

This Chapter identifies the major human rights instruments existing at regional and international level that relate to equal opportunities and the extent to which Uganda is in compliance with its undertaken commitments under those instruments. The Chapter also addresses the extent to which the instruments are being domesticated at the national level through appropriate enactment and revision of laws, policies, action plans and programmes. The Chapter comprises of five sub sections i.e. the international bill of rights, the African charter on human and people's rights, women and equal opportunities, the conventions for rights for PWDS and the convention on workers and equal opportunities.

The core mandate of the EOC is to eliminate discrimination and marginalisation against any individual or group of persons on the ground of; sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability or any other reason created by history, tradition or custom for the purpose of redressing imbalances which exist against them. Further the Commission is mandated to monitor Uganda's compliance with the provisions of the international and regional instruments to which Uganda is a party that relate to or are relevant to the functions and objects of the Commission (EOC Act, 2007, Section 14(2) (g)). Given this mandate, the Commission conducted a review of the core regional and international instruments relating to equal opportunities.

8.1 The International Bill of Rights

8.1.1 The Universal declaration on Human Rights, 1948

The Universal Declaration of Human Rights (UDHR) is the earliest human rights instrument that fostered the international Bill of Rights and over 80 of international conventions, declarations and human rights standard setting instruments. It is a fundamental instrument in that it is the most universally accepted standard setting instrument globally and is a consensus document. The UDHR is declaratory of globally accepted standards and values and is widely used as an advocacy tool in the protection and promotion of human rights all over the world and in Uganda.

The UDHR upholds the inherent dignity and the equal and inalienable rights of all human beings as the foundation of freedom, justice and peace in the world. It

envisages a world free from fear and want. This means in practice that rights are indivisible and all persons are entitled to realise their civil and political rights as well as economic, social and cultural rights, with the state mandated to create the enabling environment for this status quo.

Discrimination is prohibited in the UDHR on any grounds. The UDHR states that rights and freedoms must be enjoyed without discrimination on the basis of race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. These provisions lay the premise for access to equal opportunity for all.

Further, all persons are equal before the law and entitled without any discrimination to equal protection of the law against any discrimination. These provisions are important for the various vulnerable and marginalised groups who tend to be excluded from mainstream legal protections and public life due to blind or neutral laws, policies and programmes. Not only are they prevented or excluded from participation in every day processes and activities, but also in some instances, they have no protection because of discriminatory laws or are denied from seeking remedies under the law or claiming benefits of the law due to their vulnerability. The UDHR states that those persons whose rights are violated have the right to seek an effective remedy by the competent national tribunals; this applies to all persons and is particularly significant in the case of PWDs.

The UDHR sets out the civil and political rights, as well as the economic, social and cultural rights that all persons without distinction are entitled to enjoy. The indivisibility of rights comes out clearly in the UDHR, which addresses both categories of rights as interrelated and interdependent. Uganda has developed several standards and laws that reflect these important aspects of the UDHR in the area of civil and political rights as well as socio-economic and cultural rights. The Constitution, Chapter 4 thereof, contains a Bill of Rights and National Objectives and Directive Principles of State Policy that reiterate the UDHR provisions in many instances.

8.1.2 International Covenant on Civil and Political Rights

The International Covenant on Civil and Political Rights (ICCPR) is a critical part of the International Bill of Rights. Its provision feature prominently in Chapter Four of the Constitution also referred to as the Bill of Rights. Uganda ratified the ICCPR on 21 June 1995 and the Optional Protocol to the ICCPR on 14 November, 1995. The Constitution of Uganda reflects many of the ICCPR provisions.¹⁵ Freedom from discrimination is enshrined in Article 21(2) of the Constitution which states that a person *shall not be discriminated against* on the ground of sex, race, colour, ethnic origin, tribe, birth, creed

¹⁵UN Human Rights Council ‘Working Group on the Universal Periodic Review- Uganda ’ July 2011

or religion or social or economic standing, political opinion or disability. It is notable that the Constitution unambiguously forbids discrimination on the grounds of disability. Freedom from discrimination is critical in ensuring equal opportunities, as individuals should be judged on the basis of merit, skill and capabilities rather than extraneous circumstances or prejudices that give unfair disadvantages or advantages. Therefore the concept of equality and non-discrimination are critical to equal opportunities as well as equality before the law.

Where the social, physical and attitudinal environment or historical factors excludes marginalised and vulnerable groups from taking advantage of equal opportunities, special and positive measures are required. In recognition of this, Article 32(1) of the Constitution establishes affirmative action in favour of marginalised groups for the purpose of redressing imbalances caused by history, tradition or custom. The Equal Opportunities Commission Act, 2007 was established to give effect to this provision.

Subsequently, the Government has prioritized special interest groups who have suffered discrimination, marginalisation and vulnerability to benefit from affirmative action measures. Mostly, women, workers, children, youth and PWDs have been the most visible beneficiaries. Women, workers, youth and PWDs have special representation in Parliament under the Parliamentary Elections Act and the Local Government Act that have set aside affirmative action seats for their presentation. The Local Government Act, 2001 also sought to increase participation of marginalised and vulnerable groups and minorities through the decentralised system and structures of government.

The measures to promote the civil and political rights of vulnerable and marginalised groups are more prominently visible as regards their right to stand for public office, but most of these populations suffer challenges in the other areas such as access to information and participation in public life and governance processes.

8.1.3 International Covenant on Economic Social and Cultural Rights

Uganda ratified the International Covenant on Economic, Social and Cultural Rights (ICESCR) on 21 Jan 1987. The ICESCR like the ICCPR affirms emphatically that all persons are entitled to enjoy the full range of human rights *without discrimination based on any distinction* such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

Under the Covenant, each country undertakes to take steps to the maximum of its available resources to achieve progressively the full realisation of the rights in the ICESCR, and to report to the Committee on Economic, Social and Cultural Rights on the same. Uganda's reporting on the implementation of the ICESCR to the Committee is 18

years overdue since 1988.¹⁶

The ICESCR contains wide-ranging provisions on the right to employment, health, education, social security and cultural life. The ICESCR touches on equal opportunity regarding promotion in the employment arena, solely on the basis of seniority and competence. The ICESCR on employment reinforce the ILO legal regimes in a few areas. The emphasis on fair wages and equal remuneration for work of equal value without distinction of any kind and women being guaranteed conditions of work not inferior to those enjoyed by men are examples of equal opportunity terms. These provisions are reiterated in the Constitutional and the Employment Act, 2006.

It is important to note that the Constitution of Uganda in its bill of rights places less emphasis on certain economic, social and cultural rights. Certain rights of a socioeconomic nature are absent from the Constitutional provisions such as the right to health, food, social security and housing. The Right to Health is nonetheless promoted through legal, policy and programmatic interventions while the latter are more programmatically promoted. Certain socio-economic rights can best be progressively realised in the development process through policies and programmes before they are made legal rights, given the resource implications that they entail.

In the education arena, the Government of Uganda has undertaken to provide equal opportunities for all children by providing Universal primary education for all. The Education (Pre-Primary, Primary and Post-Primary) Act, 2008 and the Universal Primary Education Policy are the two core legal frameworks in this regard. The programmes have been implemented to provide learning opportunities for children and youths who would otherwise not obtain access to basic education. Within these laws are measures to provide equal opportunities for marginalised and vulnerable learners. However, one of the criticisms leveled against these measures is that they treat gender and disability as homogeneous groups yet within these categories there are further areas of marginalisation and vulnerability, e.g. girls from rural areas, regional disparities and the challenges of mental viz a viz physical disabilities.¹⁷

The University and other Tertiary Institutions Act of 2001 adopted affirmative action in favour of marginalised groups on the basis of gender, disability and those coming from disadvantaged schools.

Other examples of domestication in accordance with the ICESCR include in the area of health. The Public Health Act of Uganda regulates the provision of health care services and the priority areas, buttressed by the Health Sector Strategic Plan III 2010/11-2014/15. The abolition of user fees in the health care system in Uganda had positive and pro

¹⁶ UN Office of the High Commission for Human Rights 'Uganda and the United Nations Human Rights Mechanisms-A Compilation on the Occasion of the 60th Anniversary of the Declaration of Human Rights'

¹⁷ Mary Kabesiime 'Schooling Ugandan Girls: a policy historiography' Journal for Critical Education Policy Studies, vol.8. No.1 Monash University, Melbourne, Australia

poor implications for improving overall utilisation of health services by the vulnerable groups such as women and children. However, the lack of alternative financing mechanisms such as local insurance schemes means that expensive health needs like hospital admissions are still a challenge for the poor.¹⁸

Nearly 40% of households are vulnerable to poverty¹⁹, which affects the standards of living envisaged in the ICESCR. The National Employment Policy, 2011 notes that less than 5% of the economically active population is covered by the two main pension schemes - the National Social Security Fund (NSSF) and the Public Service Pension Scheme (PSPS). In this regard, social protection has become a necessary emphasis to promote standards of living among the most vulnerable. One area where government has undertaken progressive steps is in the provision of social welfare for vulnerable households.

The Cash Transfer Scheme for the most vulnerable households in chronic poverty conditions is one such extension of the Uganda's Social Assistance Grants for Empowerment (SAGE). Those reached include child headed households, chronically ill, elderly and disabled persons. In addition to the 15 pilot districts, the Senior Citizens Grant programme has been extended to 19 additional districts. By 2019/2020, it is estimated that 54 districts out of 112 districts will be benefiting from the SAGE programme which was earmarked for older persons and vulnerable families as direct income support.²⁰ In place also is the Vulnerable Family Support Grant that target low-income capacity households due to old age, physical disabilities and orphan hood.

8.1.4 African (Banjul) Charter on Human and Peoples' Rights, 1986

Uganda signed the African Charter on Human and Peoples' Rights (Banjul Charter) on 10 May 1986. The Banjul Charter is a unique instrument of the African Union that distinctly emphasises peoples' rights and African values. Like the international Bill of Rights, the Charter states that every individual is entitled to their rights and freedoms without distinction of any kind such as race, ethnic group, colour, sex, language, religion, political or any other opinion, national and social origin, fortune, birth or other status. Similarly, the Charter reiterates the International Bill of Rights position that every individual is equal before the law and is entitled to equal protection of the law. The Charter significantly states that collectives - i.e. all peoples-shall be equal, enjoy the same respect and have the same rights. It goes on to state that nothing shall justify the domination of a people by another. While these provisions have been more referred to

¹⁸J Nabyonga, M Desmet, H Karamagi, Py Kadama, FG Omaswa and O Walker 'Abolition of cost-sharing is pro-poor: evidence from Uganda' Oxford University Press 2002

¹⁹ Ministry of Gender, Labour and Social Development' Expanding Social Protection Improving Government-people reach by supporting Uganda's Senior Citizens and Vulnerable Families'

²⁰ Ministry of Gender, Labour and Social Development <http://www.socialprotection.go.ug/Whatsnew.php> accessed 26 April 2015

in the decolonisation process, they form a strong basis for the assertion, protection and realisation of group rights, minority rights and indigenous peoples.

The charter specifies categories of groups that should be protected from discrimination; women, children, the aged and the disabled among others, noting that they have the right to special measures of protection in keeping with their physical or moral needs. Thus the Charter frames special measures as a human right.

In the socio-economic arena, the Charter elaborates the following: the right to work under equitable and satisfactory conditions and to receive equal pay for equal work. Every individual has the right to enjoy the best attainable state of physical and mental health. As in the instance of the International Bill of Rights, there are a number of laws and policies that have been passed to give effect to the provisions of the Charter in Uganda.

8.2 Women and Equal Opportunities

8.2.1 The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)

Uganda ratified CEDAW on 22 July 1985 with no reservations but is yet to ratify the Optional Protocol to CEDAW that allows Ugandan women to register individual complaints to the Committee on CEDAW.

The international community in cognizance of the fact that women have specific and unique rights and concerns adopted the Convention on the Elimination of All Forms of Discrimination against Women in 1981. CEDAW builds cumulatively on the International Bill of Rights to enhance the framework for protection of women's rights. CEDAW in its preamble notes with concern that in situations of poverty women have the least access to food, health, education, training and opportunities for employment and other needs. Hence CEDAW prohibits "discrimination against women" i.e. any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women.

The Constitution of Uganda in Article 32 seeks to give effect to the spirit of CEDAW by adopting a progressive gender equality orientation and rights based approach. Discrimination along the lines of sex is prohibited, and women are to be accorded full and equal dignity of the person with men. The state is to *provide opportunities* necessary to enhance the welfare of women to enable them to realise their full potential and advancement. Further, it is recognised that women have the right to equal treatment with men and *to equal opportunities* in political, economic and social activities.

The maternal status of women is framed as a rights issue, requiring State protection. An important provision that reinforces CEDAW is the prohibition on laws, cultures, customs or traditions that are against the dignity, welfare or interest of women. To this end Uganda has enacted a law to protect women from female genital mutilation (Prohibition of Female Genital Mutilation Act, 2010).

The Uganda National Gender Policy 2007 reinforces important principles of gender equality, affirmative action, household and family relations in development plans, programmes and budgets and the importance of monitoring and evaluating gender indicators. Also addressed is the need for monitoring from a gender perspective progress, outcomes and impact of interventions to address gender inequality add the imperative for this to be a shared responsibility for all development actors and agents. There have been two National Action Plans for women (1999-2004 and 2006-2010).

The Ministry of Gender Labour and Social Development has a Gender Mainstreaming Strategy that is being implemented by the department of Gender and Women Affairs. Pursuant to Article 32 and 33 (5) of the Constitution, affirmative action is a right given of women in order to redress the imbalances created by history, tradition or custom. Government has adopted affirmative action interventions particularly in the education and political field, where special measures have been undertaken to increase the numbers of girls in primary and tertiary education and parliament and local government respectively. This is under the various education laws stated above, the Parliamentary Elections Statute 1996 and the Local Government Act 2001. The national Gender Policy also raises the importance of developing strategies to eradicate child labour incidence, particularly the exploitation of the girl child.

The Land (Amendment) Act 2004 has progressive provisions that enable women to own, use and inherit land and grants spouses equitable interest in family land by requiring spousal consent before any transactions on such land. The Inheritance Law is being revised to protect the rights of widows as per Succession (Amendment) Bill 2011. However, harmful cultural practices that are prevalent in Ugandan society mean that adherence to the law is weakened by the realities on the ground, depriving women of control over land resources.

The Uganda Demographic and Health Survey report (UDHS) 2011 indicated that agricultural sector remains the main employer of women, with 57% of women engaged in work in agriculture, while the 2006 UDHS indicated 75% of women were employed in agricultural occupations.²¹The NDP II notes that 70 % of the work force in the agriculture sector is women, who suffer unequal access and control over productive resources like land, limiting their ability to transcend the sector. To that end, the NDP has undertaken

²¹ The Republic of Uganda 'Uganda Demographic and Health Survey 2011' Uganda Bureau of Statistics Kampala, Uganda

to strengthen capacity for mainstreaming cross cutting issues into National, Sectoral and Local Government Plans.

There are more specific legal protections for women in the formal sector than those in the informal sector. Discrimination along the lines of sex is prohibited under the Employment Act. All employers are obligated to pay equally both men and women for work of the same value. Despite this, research shows that the male-female wage gap is approximately 39%.²² Women in employment are entitled under the Employment Act to maternity benefits. This law enjoins labour officer and the Industrial Court to promote equality of opportunity and eliminate discrimination in the employment arena.

Gender disparities in the education sector are marked. While overall dropout rates of children in primary school are significant even with UPE, the NDP II points out gender disparities in this regard, with 58% of girls failing to complete primary school in 2006. The NDPII outlines the various constraints to attaining gender equality, which include negative attitudes and mind sets, cultural practices and perceptions.

To enhance gender and equity mainstreaming in planning, implementation and monitoring of programmes, government has adopted indicators and information management systems for planning and monitoring the development, Government enacted the PFM Act, 2015 to cater for gender and equity mainstreaming in planning and budgeting.

Finally, the Government of Uganda established the Equal Opportunities Commission under the EOC Act, 2007 to provide, a legal basis to challenge laws, policies, customs and traditions that discriminate against women. The Government should strengthen EOC to enhance access to social justice among the marginalised especially women.

8.2.2 The Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa

Uganda signed the Maputo Protocol on 22 July, 2010 which is a useful regional instrument of the African Union in expressing women's rights based on African specific situational analyses and contexts.

While it reiterates the positions of the preceding international instruments on women's rights, the Maputo Protocol takes special cognizance the rights of vulnerable women such as widows, elderly persons, women with disabilities, women from marginalised population groups and pregnant or nursing women or women in detention. The Maputo Protocol also touches on the rights of women to education and training including

²² Sebaggala Richard 'Wage Determination and Gender Discrimination in Uganda' Research Series No 50 Economic Policy Research Centre Uganda, 2007

vocational training, a healthy and sustainable environment and economic and social welfare rights among many others.

The Protocol emphasises the imperative for states to adopt and enforce legislative and other measures to guarantee women equal opportunities in work and career advancement and other economic opportunities, including protections in the informal sector. The Maputo Protocol also calls on governments to integrate a gender perspective in their policy decisions, legislation, development plans, programmes and activities and in all other spheres of life, as well as take corrective and positive action in those areas where discrimination against women *in law* and *in fact* continues to exist.

The NDP II points out that gender disparity in access to opportunities still persist even though as at 2009, women constituted the majority of the population i.e. over 51%.²³It highlights the critical need for women to have equal access to resources and opportunities in order to participate the development process.

More women are to be found in the informal sector, which is largely unregulated. The NDP II highlights the fact that in wage employment, women are concentrated in the lowest paying sectors as a result of their lower education levels; 50% of the three lowest paying sectors comprise of women. The Uganda Gender Policy 2007 calls for the promotion of social protection as a strategy to promote gender equality. As a way forward, the Government of Uganda has established a Women Enterprise Fund (WEF) to enhance women economic empowerment. Phase I of the fund will cover six districts namely; Otuke, Kamuli, Kisoro, Nakasongola, Kiruhura, Mayuge and Kaliro.

8.2.3 Convention on the Rights of Persons with Disabilities

The Convention on the Rights of Persons with Disabilities was ratified by Uganda on 25 September, 2008 and its optional protocol too without reservations. The Convention seeks to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all PWDs and to promote respect for their inherent dignity. The Convention recognises that PWDs have historically faced structural barriers in their participation as equal and productive members of society, resulting in conditions of extreme poverty, discrimination and exclusion.

The Convention emphasises mainstreaming of disability concerns and perspectives as effective strategies of sustainable development. Important principles of Non-discrimination: full and effective participation and inclusion in society and equality of opportunity are highlighted. PWDs have the right to enjoy opportunities on an equal basis with others in the area of education, work and employment, participation in political and cultural life, leisure and sport. The right to life, liberty, access to Justice and

²³The Republic of Uganda 'National Development Plan (2010/11 - 2014/15)

equality before the law as well as accessibility is also recognised in the Convention among other rights.

It is well recognised that often, in their daily course of life, PWDs, including men, children and women face extreme and often multiple forms of discrimination and exclusion in the political, economic and social-cultural arena. This calls for multi-dimensional and rights based approaches to dealing with the environmental, physical, attitudinal and social barriers they face at the hands of the state, private sector and communities in general. The UN Standard Rules on the Equalisation of Opportunities for Persons with Disabilities, which Uganda observes, are instrumental in setting the appropriate standards for PWDs.

The 1995 Constitution of the Republic of Uganda emphasises that the state and society must recognise the rights of persons with disabilities to respect and dignity. Pursuant to the Constitution there are a number of laws that seek to promote and protect the rights of PWDs as enumerated hereunder;

- i. Objective vi: The State shall ensure gender balance and fair representation of marginalised groups on all Constitutional and other bodies;
- ii. Objective xvi: The State and society shall recognise the rights of persons with disabilities to respect and human dignity;
- iii. Objective xxiv: The State shall promote the development of Sign Language for the Deaf;
- iv. Article 21 (1) all persons are equal before and under the law in all spheres of political, economic and social and cultural life and in every other respect and shall enjoy equal protection of the law;
- v. Article 21 (2) Without prejudice to clause one of this article, a person shall not be discriminated against on the basis of sex, race, colour, ethnic origin, tribe, birth, creed or religion or social economic standing, political opinion or disability;
- vi. Article 32 (1) the State shall take affirmative action in favour of groups marginalised on the basis of gender, age, disability or any other reasons created by history, tradition or custom for the purpose of addressing imbalances which exist against them;
- vii. Article 32 (2) Parliament shall make appropriate laws, including laws for the establishment of an equal opportunities Commission for the purpose of giving full effect to clause 1 of this article;
- viii. Article 35 (1) Persons with disabilities have a right to respect and human dignity and the State and society shall take appropriate measures to ensure they realise their full mental and physical potential;
- ix. Article 35 (2) Parliament shall enact laws appropriate for the protection of Persons with Disabilities.

In addition to the above Constitutional provisions, Government of Uganda enacted the Persons with Disabilities Act, 2006 which is a comprehensive rights based law in Uganda

for PWDs. The Persons with Disabilities Act objectives include the promotion of dignity and equal opportunities to PWDs and their participation as equal citizens. Similarly, it seeks to eliminate all forms of discrimination against PWDs based on their disabilities or any other grounds.

There is a National Policy on Disability, 2006 which has adopted a rights based approach and model to recognizing the rights of PWDs. It promotes equal opportunities for enhanced empowerment, participation and protection of PWDs. The Policy elaborates on the programmes, strategies and activities for PWDs in government departments, emphasizing accessibility, participation, capacity building, awareness raising, prevention and management of disabilities, care and support, socioeconomic security, research, communication (sign language, tactile and Braille literacy) and budgeting.

This Policy is buttressed by the National Programme and Plan of Action on Disability with the following focus areas: Accessibility to Basic Services; Physical Environment and Information; Capacity building; Conflict and Humanitarian emergencies; Livelihoods and Employment; Research and Documentation; Monitoring and Evaluation and Protection in the area of health including HIV/Aids interventions, education, social security, employment and access to basic human rights services. The Ministry of Gender, Labour and Social Development, is developing guidelines for the implementation of the national policy on disability.

The Employment Act, 2006 prohibits workplace discrimination based on disability. The law requires labour officers as well as the Industrial court to promote equality of opportunities in the workplace. There is not enough evidence to show what the monitoring aspect of this law has been.

To boost employment opportunities for PWDs in the employment sector, the Income Tax Amendment Act of 2009 provides that companies, which employ PWDs of up to 10% of its total work force, would be entitled to a tax waiver up to 2%. Little evidence exists of how this incentive benefitted PWDs in the employment sector. The NDP II has placed emphasis on disability mainstreaming as part of the planning process for the next five years, noting the risk attached to PWDs falling into poverty and perpetually living in a condition of impoverishment. To that end government has undertaken to prioritise affirmative action to target the employment of PWDs in line with the Disability Act and Policy and the UN Conventions on the Rights of PWDs. In NDP II, Government intends to prioritise the strengthening of capacity for disability mainstreaming in MDAs, Local Governments and civil society plans and budgets, as well as the integration of disability in the annual sectoral and LG plans and budgets.

The National Council on Disability has National, District and Sub-county structures as provided for in the Disability Act, and its main focus is to further entrench the domestication and applicability of the Convention in Uganda. The National Council on

Disability has sought to establish structures at sub national level in at least a third of the sub counties in Uganda. Despite this, the coordination planning and programme implementation with the inclusion of PWDs is still limited; at the sub national level too, most by-laws and many development plans developed at the local council level are disability blind or neutral.

The EOC and the Uganda Human Rights Commission both have a specific focus on disability. Uganda Human Rights Commission established a Vulnerable Persons' Unit in 2004 to address concerns and issues vulnerable groups, including PWDs. There are other institutions addressing aspects of PWDs concerns, e.g the National Agricultural Advisory Services (NAADS) programme that for example has attached conditionality's for a parish to be eligible for programme funding and grants; households of PWDs must be included in the selected beneficiaries.²⁴ However the NAADS has lacked guidelines on disability.²⁵

Despite the need for disaggregated data collection as emphasised in the NDP II of Uganda, this has been a challenge in regard to PWDs. The Ministry of Gender, Labour and Social Development, Ministry of Health, Ministry of Education and Sports and the Uganda Bureau of Statistics are all involved in collecting data on PWDs but there are shortcomings in this regard. In 2008–09, the Ministry of Gender Labour and Social Development and the Uganda Bureau of Statistics with the help of disabled people's organisations developed the Community-Based Rehabilitation Information Management System which was piloted in Busia and Tororo.

There are still challenges faced in protecting and promoting the rights of PWDs. The parent Ministry of Gender, Labour and Social Development has faced resource challenges given its wide mandate, in ensuring adequate awareness and sensitisation among the general public and PWDs on their rights and critical issues such as reasonable accommodation and non-discrimination.

8.3 Workers and Equal Opportunities

8.3.1 ILO Equal Remuneration Convention, No 100

Uganda ratified the ILO Equal Remuneration Convention on 2 June 2005. This Convention adopts the principle of equal remuneration for men and women workers for work of equal value. Having ratified the Convention, Uganda undertook to determine the rates of remuneration, and ensure the application to all workers with principle of equal remuneration for men and women workers for work of equal value.

²⁴ United Nations Committee on the Rights of Persons with Disabilities 'Consideration of reports submitted by States parties under article 35 of the Convention: Initial report of State party due in 2010- Uganda CRPD/C/UG 10 March 2015

²⁵ National Union Of Disabled Persons Of Uganda (NUDIPU) 'Alternative Report to the UN Committee of Experts on the Implementation of the Convention on the Rights of Persons with Disabilities, 2013

This is to be achieved through laws or regulations and machinery for wage determination as well as collective agreements between employers and workers.

The value of the Convention is that it frames discrimination in the context of employment. The Convention defines discrimination along the lines of other key international instruments, noting that it is any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.

8.3.2 Discrimination (Employment and Occupation) Convention, 1958 (No. 111)

Uganda ratified this ILO Convention on 02 Jun 2005. This Convention draws from the Declaration of Philadelphia, which affirms that all human beings, irrespective of race, creed or sex, have the right to pursue both their material well-being and their spiritual development in conditions of freedom and dignity, economic security and equal opportunity. Building on important tenets of human rights, it squarely identifies discrimination as a human rights violation. Uganda ratified it.

The Convention further states that any distinction, exclusion or preference in respect of a particular job based on the inherent requirements thereof shall not be deemed to be discrimination. This implies that some jobs or occupations require specific competences that may not lend themselves to a wider group. Hence the Convention maintains that special measures of protection or assistance provided for in other Conventions shall not be deemed to be discrimination. This paves the basis for affirmative action for marginalised and vulnerable groups as provided for in the Constitution of the Republic of Uganda and the enactment of the EOC Act, 2007 and the employment Act, 2006 to address the rights of workers.

8.4 Recommendations

- i. The respective MDAs to educate the population on rights and dignity of all persons and specifically on the rights of vulnerable and marginalised groups
- ii. The Electoral Commission should improve the participation of marginalised and vulnerable groups in governance and public life through increased outreach programmes and providing civic education
- iii. Public information to marginalised and vulnerable groups should be packaged in formats and modes that are disability friendly
- iv. The Government through the MoGLSD should extend Social Protection programmes to other categories of vulnerable households including women, children and PWDs.
- v. Parliament should pass laws on Women's Rights with provisions that cater for equal opportunities for a diverse segment of women, including those that are marginalised and vulnerable
- vi. More resources and programmes as well as affirmative action measures should

be directed towards women suffering from multiple forms of vulnerability. Affirmative action should be extended to other key sectors including health and trade.

- vii. Collection of gender and equity disaggregated data by all MDAs and LGs should be strengthened to inform decision making, implementation and monitoring
- viii. The Government should enhance funding to the Equal Opportunities Commission Tribunal to address issues of gender equality and equal opportunities.
- ix. There is need to harmonise the laws, policies and practice to reflect the standards and rights based model of disability contained in the Covenant on the Rights and Dignity of Persons with Disability
- x. The National Disability Council structures should be established at all levels as envisaged in the Persons with Disabilities Act to ensure better monitoring and advocacy on the rights of Persons with Disabilities
- xi. Develop an integrated and comprehensive information management system and surveillance mechanisms that captures data on gender and equity inclusion in planning and budgeting.
- xii. Government through the MoGLSD should develop more varied programmes to employ the youth in formal and vocational employment
- xiii. The MoGLSD, OPM, MoPS and LGs should strengthen Monitoring mechanisms to ensure that employers in all spheres and at all levels are fulfilling their responsibilities towards workers' rights

CHAPTER NINE

CONCLUSIONS AND RECOMMENDATIONS

9.0 Introduction

This chapter gives the conclusions and recommendations drawn from the state of equal opportunities in each of the eight chapters in this Report.

9.1 Conclusion

The Constitution of the Republic of Uganda and other relevant laws provide for the promotion and protection of the rights of marginalised groups and vulnerable people. It is commendable that the government and other stakeholders have made some effort to attain equalization of opportunities and affirmative action for the marginalised. Nevertheless, a lot remains to be done to improve access to services and opportunities for the vulnerable and marginalised. Therefore, the recommendations made in this Report should feed into the policies, programmes, plans, activities, practices and usages of both public and private entities for the purpose of improving the situation of the marginalised and vulnerable people.²⁶

9.2 General Recommendations

	Recommendation	Actions
1	Improving statistical information related to equal opportunities, marginalisation and discrimination with UBOS and other statistical production stakeholders	Developing collaborative arrangements with UBOS and other statistical stakeholders
2	Ensure equitable distribution of government programmes that target the vulnerable and the marginalised persons	The MoGLSD, OPM and CSOs should ensure equitable distribution of programmes. The special programmes/grants have not been increased in line with the increase in the number of districts that continued to qualify for the grants in some instances. Some of the grants lack elements of capacity-building, which constrains efforts towards increasing people's incomes, especially the vulnerable persons
3	Reviewing and enforcing Uganda's legal and policy framework in line with equal opportunities	MDAs should Implement programmes on the review and alignment of national bills, laws, policies with equal opportunities and affirmative action in

²⁶ Ref. Section 15 (4)(b) EOC Act, 2007.

	Recommendation	Actions
		Uganda
4	Building knowledge about the needs and rights of marginalised groups and strengthening the capacities of key stakeholders and duty bearers	The MoGLSD, LGs, CSOs, among others, should develop and implement tailor-made capacity-building programmes and initiatives on marginalised groups' needs and rights among different stakeholders
5	Mainstreaming the issues of equal opportunities in government programmes, plans and projects	MDAs and LGs should implement provisions of gender and equity as provided for in the PFM Act, 2015
6	The Government of Uganda should come up with a minimum wage. A minimum wage is the lowest monetary value which may be paid to a worker at a particular point in time. Being the lowest monetary value, a minimum wage provides a basic social protection floor to help safeguard the incomes and living conditions of workers and their families who are considered most vulnerable in the labour market	Government should fast-track the progress made by the Public Service Salary Review Board
7	There is need to build the future capacity of the district councilors and technical staff on the HRBA. This will enable them to appreciate equal opportunities and affirmative action, especially in the lower local government structures	The National Planning Authority, together with the Human Rights Commission and the Equal Opportunities Commission, should generate and implement a capacity-building road map
8	Sectors should come up with commitment plans with clear targets to provide equal access to services in all the regions of the country. This can be done through affirmative action	Sectors should identify the neediest categories or regions in relation to their mandate such that more resources are allocated where the neediest are located
9	Access to land as a cultural resource - Ethnic minorities have frequently been evicted and displaced from their ancestral land, resulting in grave loss of their tangible and intangible heritage linked to physical spaces. This must be corrected in a respectful, just and consistent way	Government should engage ethnic minorities that have been evicted from their ancestral land and come up with binding terms that will ensure protection of the cultural values of the affected ethnic minorities
10	There is urgent need to increase funding of the Equal Opportunities Commission to deliver on its very wide mandate effectively and efficiently	Government should consider implementing the recommendation made by the Parliament of the Republic of Uganda to enhance the Commission's annual budget by USh.10bn

	Recommendation	Actions
11	Enhancing the capacity of all MDAs and LGs for mainstreaming the concerns of gender and equity in plans and budgets	All MDAs and LGs should liaise with the Equal Opportunities Commission and the Ministry of Finance, Planning and Economic Development for capacity - building for mainstreaming the concerns of gender and equity in planning and budgeting
12	Nominating/recruiting focal persons whom the Commission should liaise with in matters of gender and equity as a short-term measure	All MDAs and LGs should nominate focal persons (particularly from the Planning Units/Functions) whom the Commission should liaise with in matters of gender and equity as a short-term measure. In the medium term, MDAs may recruit or hire Technical Advisors for gender and equity mainstreaming where resources permit
13	Developing and tracking a school-level stakeholder score card. This score card should enable the education sector to know who is not executing his or her roles and responsibilities	<p>The Ministry of Education should lead the process of developing a score card that tracks stakeholder performance on respective roles and responsibilities at school level. The stakeholders should include the central government, the district local government, politicians, pupils, parents/community, the School Management Committee, the head teacher and the teachers</p> <p>Head teachers whose schools persistently perform poorly for three consecutive years should be subjected to demotion</p>
15	There should be deliberate affirmative action for the worst performing schools to gradually address their respective gaps	The MoESTS should conduct a school-level needs assessment in all the poor performing schools and come up with deliberate affirmative action to improve performance in these schools
16	Fast-tracking the operationalisation of the policy for special needs education	The MoESTS should fast-track operationalisation of the policy for special needs education
17	Development of equitable criteria for the distribution of OWC inputs	The NAADS Secretariat in collaboration with the OWC and the District Production Departments should increase the supply

	Recommendation	Actions
		of inputs and also cluster the farmers and offer them supplies in phases
18	Reviewing employment benefits across all public institutions and coming up with measures to address the disparities	Government should urgently fast-track the operationalisation of the Public Salaries Board to regulate and harmonise all remuneration and emoluments from the Consolidated Fund
19	Educating the population on the rights and dignity of all persons and specifically on the rights of vulnerable and marginalised groups	All MDAs should educate the population on the rights and dignity of all persons and specifically on the rights of vulnerable and marginalised groups in relation to their respective mandate
20	Ensuring that all public information is made available in formats that are responsive to the needs of the various categories of people	All state and non-state institutions should ensure that public information is packaged in formats and modes that are disability-friendly
21	Extending social protection programmes to other categories of vulnerable households, including women, children and PWDs	Government, through the MoGLSD, should extend social protection programmes to other categories of vulnerable households, including women, children and PWDs

ANNEXES

Annex 1: List of Main Ministries, Departments and Agencies in Uganda

Vote
Arua Referral Hospital
Busitema University
Butabika Hospital
Dairy Development Authority
Directorate for Ethics and Integrity
Directorate of Public Prosecutions
East African Community
Education Service Commission
Electoral Commission
Equal Opportunities Commission
External Security Organisation
Fort Portal Referral Hospital
Gulu Referral Hospital
Gulu University
Health Service Commission
Hoima Referral Hospital
Inspectorate of Government
Jinja Referral Hospital
Judicial Service Commission
Judiciary
Kabale Referral Hospital
Kabale University
Kampala Capital City Authority
Kyambogo University
Law Development Centre
Law Reform Commission
Lira Regional Referral Hospital
Lira University
Local Government Finance Commission(LGFC)
Makerere University
Makerere University Business School
Masaka Referral Hospital
Mbale Referral Hospital
Mbarara Regional Referral Hospital

Vote
Mbarara University
Ministry of Agriculture, Animal & Fisheries
Ministry of Defence
Ministry of Education Science Technology and Sports
Ministry of Energy and Mineral Development
Ministry of Finance, Planning and Economic Development
Ministry of Foreign Affairs
Ministry of Gender, Labour and Social Development
Ministry of Health
Ministry of Information and Communications Technology
Ministry of Internal Affairs
Ministry of Justice and Constitutional Affairs
Ministry of Land, Housing and Urban Development
Ministry of Local Government
Ministry of Public Service
Ministry of Tourism, Wildlife and Antiquities
Ministry of Trade, Industry and Cooperation
Ministry of Water and Environment (MWE)
Ministry of Works and Transport
Missions Abroad
Moroto Referral Hospital
Mubende Referral Hospital
Mulago Hospital Complex
Muni University
NAADS Secretariat
Naguru Referral Hospital
National Agricultural Research Organisation
National Animal Genetic Resources Centre and Data Bank
National Citizenship and Immigration Control
National Curriculum Development Centre
National Environmental Management Authority
National Forestry Authority (NFA)
National Information Technology Authority – Uganda
National Medical Stores
National Planning Authority
Office of the Auditor General (OAG)
Office of the President
Office of the Prime Minister

Vote
Parliamentary Commission
Public Procurement and Disposal of Public Assets Authority
Public Service Commission
Rural Electrification Agency
Soroti Referral Hospital
Soroti University
State House
Uganda AIDs Commission Secretariat
Uganda Blood Transfusion Services (UBTS)
Uganda Bureau of Statistics
Uganda Cancer Institute
Uganda Coffee Development Authority
Uganda Cotton Development Organisation
Uganda Export Promotion Board
Uganda Heart Institute
Uganda Human Rights Commission (UHRC)
Uganda Industrial Research Institute
Uganda Land Commission
Uganda Management Institute
Uganda National Bureau of Standards
Uganda National Examinations Board
Uganda National Meteorological Authority
Uganda National Roads Authority
Uganda Police Force
Uganda Prisons
Uganda Registration Service Bureau
Uganda Revenue Authority
Uganda Road Fund
Uganda Tourism Board

Annex 2: Uganda and the UN Treaty Bodies: Ratification and Reporting Status

	ICCPR	ICESCR	CAT	ICERD	CEDAW	CRC	ICRMW	CPWD	CED
Signature					1985	1990		2007	2007
Ratification	1995	1987	1986	1980	1985	1990	1995	2008	
Reservations Amendments to treaty provisions			A: 17(7) 18(5)	A: 8	A: 20(1)	A: 43			
OP I	1995					OPSC (2001)		2008	
OP II						OPAC (2002)			
Reporting 1) Date of consideration	1st 2004	No initial report submitted	1st 2005	1st 1984 2nd- 10th 2003	1st -2nd 1995 3rd 2002	1st 1997 2nd 2005	No initial report submitted		
OP I						1st 2008			
OP II						1st 2008			
Next due date for submission	2008	Due since 1989	2008	Overdue 2005	4th submitted in 2009	2011	Due since 1996	2010	

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