



Equal Opportunities Commission



STRATEGIC PLAN

2015/2016 – 2019/2020

Theme:

“Promoting Equal Opportunities for Inclusive Growth”

July 2016



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July 2016

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**Equal opportunities Commission,
Plot 7, Lithuli Close, Bugolobi,
P.O.Box 27672, Kampala.**

Website: <http://www.eoc.go.ug>

Telephone: General line 0414223234

Toll Free line: 0800100440

Email: info@eoc.go.ug

FOREWORD

The Equal Opportunities Commission (EOC) was operationalised in July 2010 in fulfilment of the relevant constitutional provisions, the National Equal Opportunities Policy 2007 and the Equal Opportunities Commission Act 2007, which collectively enshrine affirmative action in favour of marginalised groups, and guarantee protection of the vulnerable, the discriminated and marginalized. The EOC is mandated to protect groups at risk, promote their equitable access to livelihood and development opportunities, as well as redress imbalances in favour of the discriminated and marginalized, and to promote equal opportunities for all.

From 2010 to 2013, the Commission's operations were guided by a three year medium term plan and annual work plans based on the first National Development Plan (NDPI) (2010/11 – 2014/15). In the FY 2013/14, the Commission approved its first Strategic Plan (2013/14 – 2017/18) to guide the Commission's development path for five years until FY2017/18. This plan was anchored on the priorities of the NDPI, and the second Social Development Sector Strategic Investment Plan (2011/12 – 2015/16). However, two years into the implementation of the EOC's Strategic Plan, it has been overtaken by the finalisation and launch of the second National Development Plan NDPII (2015/16 – 2019/20), which refocuses on the country's national development agenda and creates a default demand on all MDAs to align their interventions to the NDPII. Accordingly, the EOC has had to review its Strategic Plan to align it to the NDPII focus.

While it is a mandatory requirement under the NDPII that Sectors and MDAs align their development focus to the NDPII in both content and timeline, it is also pertinent that the Commission keeps within the national development agenda while serving its service delivery and institutional development needs.

In this reviewed Strategic Plan (SP), the Commission has moved away from a thematic-oriented intervention approach previously adapted to a mandate-oriented approach. This is on the recognition that the mandate of the EOC cuts across all sectors, and so this shift is intended to enable the Commission pursue its mandate in a more relevant manner. The priorities and interventions of the EOC primarily focus on addressing discrimination and marginalisation and promoting equal opportunities for all persons in Uganda irrespective of gender, age, physical ability, health status or geographical location.

The implementation of this plan requires adequate resources, both financial and human. It is our hope that the Government of Uganda, Development Partners and other potential stakeholders will support the Commission to realise the aspirations of this Strategic Plan.

Similarly, the implementation of this Plan calls for strong collaboration and partnership with key stakeholders, including government institutions at national and local level, civil society organisations and private sector actors.

I wish to thank all the Stakeholders, Consultants, Staff and Members of the Commission who participated in the process of reviewing the hitherto ongoing Strategic Plan to produce this SP. The Commission looks forward to continuously working with you to implement this plan for the attainment of national objectives.

FOR GOD AND MY COUNTRY



Sylvia, Muwebwa Ntambi
CHAIRPERSON
EQUAL OPPORTUNITIES COMMISSION

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ACRONYMS AND ABBREVIATIONS

ACFODE	Action for Development
AIDS	Acquired Immune Deficiency Syndrome
ANPPCAN	African Network for Prevention and Protection of Children Against Abuse and Neglect.
CEDAW	Convention on the Elimination of Discrimination against Women
CSO	Civil Society Organisation
DGF	Democratic Governance Facility
EOC	Equal Opportunities Commission
ESIP	Education Strategic and Investment Plan
FAL	Functional Adult Literacy
FBO	Faith Based Organisations
FOWODE	Forum for Women in Democracy
FUE	Federation of Uganda Employers
GIZ	Deutsche Gesellschaft Fur Internationale Zusammenarbeit
HIV	Human Immune- deficiency Virus
ICT	Information Communication Technology
IEC	Information Education Commission
IGG	Inspector General of Government
ILO	International labour Organization
IMR	Infant Mortality Rate
JLOS	Justice Law and Order Sector
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MFPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labour and Social Development
MHU	Ministry of Housing and Urban Development
MJCA	Ministry of Justice and Constitutional Affairs
MOES	Ministry of Education and Sports
MOH	Ministry of Health
MOLG	Ministry of Local Government
MOV	Means of Verification
NAADS	National Agricultural Advisory Services
NATU	National Association of Trade Unions
NAWOU	National Association of Women Organisations in Uganda
NDP	National Development Plan
NER	Net Enrolment Rate
NFA	National Forestry Authority
NGO FORUM	National Non- Governmental Organisations Forum
NSSF	National Social Security Fund
NUDIPU	National Union of Disabled Persons in Uganda
OVC	Orphaned and Vulnerable Children
PMAU	Poverty Monitoring and Assessment Unit
PWDs	Persons with Disabilities

SACCO	Savings and Credit Cooperative
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic and health Survey
UGX	Uganda Shillings
UHRC	Uganda Human Rights Commission
UKAID	United Kingdom Agency for International Development
UNAB	Uganda National Association for the Blind
UNAD	Uganda National Association for the Deaf
UNATU	Uganda National Association of Trade Unions
UNHS	Uganda National Household Survey
UNICEF	United National Children's Fund
URAA	Uganda Reach the Aged Association
USAID	United States Agency for International Development
USSIA	Uganda Small Scale Industries Association
UWA	Uganda Wildlife Authority
UWONET	Uganda Women's Network
UWOPA	Uganda Women Parliamentarians Association
UYDEL	Uganda Youth Development Link
WOUGNET	Women of Uganda Network
NYC	National Youth Council
NCC	National Council for Children
UNRA	Uganda National Road Authority
NRM	National Resistance Movement
NWC	National Women Council
UBOS	Uganda Bureau of Standards
ULS	Uganda Law Society
ICPAU	Institute of Certified Public Accountants of Uganda
IIA	Institute of Internal Auditors
UIA	Uganda Investment Authority
NPA	National Planning Authority

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EXECUTIVE SUMMARY

Introduction

The Equal Opportunities Commission aspires to promote equal opportunities through affirmative action by promoting inclusive growth for all persons. The Commission mandate ensures that across the entire population, increased awareness regarding social and cultural rights of the vulnerable and marginalized groups has been promoted. The growth of Equal Opportunities Commission since 2007, to date has been faced with many challenges of inadequate infrastructure, insufficient human resource capital and capacity, insufficient funding, limited public awareness and knowledge on the Commission mandate and a weak institutional framework.

In order to consolidate the achievements attained in the past and address the bottlenecks the Commission developed a Five-year strategic aligned to National Development Plan I. The plan enabled the Commission to strategically position itself to redress imbalances however, this plan was short lived.

With the operationalizing of National Development Plan (NDPII), the Commission is reviewing and aligning its Strategic Plan 2015/16 to 2019/20 to the National Development Plan NDPII priorities with the aim of consolidating the achievements attained in the National Development Plan (NDP1) and implement National Development Plan (NDP11) and enhance the consolidation of a more equitable and responsive as well as maintain an institutional arrangement that is appropriate for the promotion of Equal Opportunities for all.

Finally, this five (5) year Strategic interventions have been built on the objectives and priorities of the Social Development Sector (SDS), enshrined in the NDP II, especially majoring on enhancing development that is more inclusive.

The Strategic Plan Focus 2015/16-2019/20

The priorities set in this SP are placed within the national, sectoral and international development focus and priorities building on the reflection of the experiences of the EOC in implementing its mandate, taking note of the achievements, challenges, lessons and opportunities at hand to enhance the relevance and effectiveness of the Commission in serving the needs of Ugandans for redressing imbalances and promoting equal opportunities for all.

Over the Strategic Planned period, the EOC has fo-

cused on strengthening the service delivery standards and systems to enhance the services delivered to Ugandans, especially the discriminated and marginalized.

The Strategic objectives of the EOC Strategic Plan 2015/16 – 2019/20 are:

1. To enhance observance of social justice for all particularly the discriminated and marginalized persons/groups.
2. To ensure compliance with the National, Regional and International provisions for the promotion of equal opportunities for all.
3. To identify, review and advocate for affirmative action to address imbalances and special needs of the discriminated and marginalized persons/groups.
4. To create awareness on equal opportunities and affirmative action for promotion of inclusiveness.
5. To strengthen the capacity of the Equal Opportunities Commission for effective and efficient service delivery.

To implement the Plan, the Commission will rally the support of all stakeholders and people of Uganda through structured and purposed interventions that promote the participation and guided contribution of all.

Structure of the Strategic Plan

This Strategic Plan is structured in six Sections and follows the general guiding framework of the National Planning Authority for developing MDA Strategic Development Plans. Section One presents the introduction and background information that provides a foundation to the Plan. Section Two provides a Situation Analysis, focusing on the external operating environment of the Commission, the state of marginalisation and inequality in Uganda in respect to the EOC's constituency. The issues that set the pace for the Commission's strategic direction are also highlighted. Section Three delves into the Strategic direction of the Commission, presenting the identity marks, strategic objectives, key result areas, strategic interventions and related issues. Section Four focuses on the institutional framework for the implementation of the Plan. Section Five presents the financing arrangements for the Plan and Section Six focuses on the monitoring and evaluation framework for tracking the level of performance and success of the Plan during its implementation.

SECTION ONE

INTRODUCTION

1.1 Background

This Five-Year Strategic Plan (SP) of the Equal Opportunities Commission (EOC) covers the period from Financial Year 2015/16 to 2019/20. The SP arises from a review of the hitherto ongoing Five-Year Strategic Plan (SP) for the Commission, which spanned from Financial Year 2013/14 to 2017/18. The Strategic Plan had been implemented for four years; 2013/14 to 2016/17. The review of the Strategic Plan was prompted by the finalisation and launch of the Second National Development Plan (NDP II 2015/16 – 2019/20) which required all the MDAs to align their priorities and development planning to the National Development Framework and priorities as reflected in the NDP II.

The priorities in this Strategic Plan are situated within the national priorities articulated in the Uganda Vision 2040 and the NDP II, as well as those of Social Development Sector Plan (SDSP 2015/16 – 2019/20), NRM Manifesto as well as the Sustainable Development Goals.

The Strategic Plan of the Commission takes into account the constitutional mandate of the Commission, the achievements registered and the experience gained since 2010 when the EOC commenced operation, the challenges faced over time and the desire of the Commission to continuously improve performance and service delivery.

1.2 EOC Establishment, Functions and Jurisdiction.

The Equal Opportunities Commission (EOC) derives its mandate from Article 32 of the Constitution of the Republic of Uganda, 1995 (as amended), and is established under Section 2 of the Equal Opportunities Commission Act 2007.

The EOC is therefore a body corporate body established by the Equal Opportunities Commission Act of 2007 in accordance with Article 32(3) of the Constitution. The Commission was established 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. The EOC's functions, in brief, are: to enforce compliance with legislation, promote affirmative action and inclusion into Government programmes by all on the basis of equal opportunities.

The mandate of the Commission cuts across public, private sector, and socio-cultural groups in a bid to eliminate discrimination, marginalisation and inequalities in all forms that deny people equal opportunities. The primary beneficiaries of the EOC are the discriminated and marginalised individuals or groups.

An Act to make provision in relation to Equal Opportunities Commission pursuant to articles 32 (3) and 32 (4) another relevant provision of the Constitution; to provide for the composition and functions of the Commissions; to give effect to the State constitutional mandate to eliminate discrimination and inequalities against any individual or group of person 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 marginalized on the basis of gender, age, disability or any other reason created by history, tradition or custom for the purpose of redressing imbalances which exist against them; and to provide for other related matters.

The Commission implements her mandate through a number of functions that include Compliance and reporting; complaints handling— receipt, processing, investigations, hearing and resolution; education and training; research; policy analysis and reporting; advocacy; legal sanctions; and a range of Alternative Dispute Resolution mechanisms, including conciliation and mediation, among others.

1.3 Legal and Policy Framework

The overall legal and regulatory framework of the EOC is principally derived from the Constitution of the Republic Uganda (1995) as amended, the National Equal Opportunities Policy 2006, 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 functions and objectives of the Commission.

There are many other laws and policies that relate to the operating context of the EOC, in effect enabling and strengthening its mandate. These include:

- a) The National Gender Policy 1997
- b) The National Youth Council Act Cap 319 Laws of Uganda 2000
- c) The Children Act Cap 59 Laws of Uganda 2000
- d) The Local Government's Act Cap 243 Laws of Uganda 2000
- e) The Land Act Cap 227 Laws of Uganda 2000
- f) The National Council on Disability Act, 2003
- g) The National Youth Policy 2004
- h) The National Orphans and other Vulnerable Children's policy 2004
- i) The National Policy on Disability, 2006
- j) The National Policy for Older Persons, 2009
- k) The Public Finance Management Act (2015)
- l) The Marriage and Divorce Act
- m) The Succession Act (Cap 162)

At the regional and international levels, a range of frameworks exists to promote and/or ensure inclusive growth and inclusion of the vulnerable, marginalised and discriminated persons or groups. Some of the provisions relating to equal opportunities from the International and Regional Instruments are;

- a) Articles 1 and 2 of the Universal Declaration of Human Rights 1948;
- b) Articles 2 and 3 of the International Covenant on Economic, Social and Cultural Rights 1966; ratified in 1987.
- c) Article 2 of the International Covenant on Civil and Political Rights 1966; ratified in 1995.
- d) Article 7 of the Convention on the Elimination of all Forms of Discrimination against Women 1979; ratified in 1985.
- e) Article 2 (1) and (2) of the Convention on the Rights of the Child 1989; ratified by Uganda in 1990.
- f) Article 4, General Obligation (1) of the Convention on the Rights of Persons with Disabilities (CRPWD).
- g) Articles 2 and 3 of the African Charter on Human and Peoples Rights (ACHRP) 1986;
- h) Declaration on the Rights of Minorities 1992;

1.4 Institutional Structure of EOC

The EOC Act provides for five (5) Members who include a Chairperson, Vice Chairperson and three (3) other Members of the Commission. The Secretary to the Commission who is the Accounting Officer heads the Commission Secretariat. The Secretariat is structured into two (2) Programmes and six (6) Sub programmes; which facilitate the technical, administrative and support operations of the Commission. The programs are: (i) Gender and Equity (ii) Redressing Imbalances and promoting Equal Opportunities for all. The sub programmes are Finance Administration and Planning; Legal Services and Investigations; Statutory; Education, Training,

1.5 Overall Goal and purpose of the EOC SP 2015/16 – 2019/20

The overall goal of the EOC Strategic Plan 2015/16 – 2019/20 is to guide the EOC’s development and service delivery framework over the five-year period and to enhance inclusive growth and promote equal opportunities for all, for national transformation in line with the Vision 2040, and the SDSP III. These will be through equal opportunities and affirmative action for all in accessing goods and services.

1.6 Linkage of the EOC Strategic Plan with Uganda Vision 2040 and NDP11 as well as national, regional and international frameworks:

The Uganda Vision 2040 theme which is “ A transformed Ugandan Society from a Peasant to a modern and Prosperous Country within 30 years and the NDP II, SDSP III results, objectives and interventions clearly articulate the importance of redressing imbalance to eliminate discrimination and marginalization against any individual or groups of person is fundamental for EOC mandate and in the NDP11 targets a reduction rate of discrimination and marginalization of 4% by 2020 envisaged to contribute to increase of community participation in the development processes hence strengthening Uganda’s competitiveness for sustainable wealth creation, employment, and inclusive growth which is the major goal of the nation.

The Africa Agenda 2063 articulated in 2015, underlines the aspiration of attaining a prosperous Africa based on inclusive growth and sustainable development. It specifically emphasises pursuing a people-driven development, relying on the potential of African people, especially its women and youth and caring for children.

The commitments and priorities embedded in this plan are in line with those of the national, regional and international frameworks. The spirit and commitments of the Sustainable Development Goals (SDGs) have expressly underlined the principle of “leaving none behind”, which means inclusion, and pursuing an inclusive agenda which ensures that everybody is involved or considered in the development processes. All the 17 SDGs (See Annex V) stress inclusivity, and in essence touch the core nerve of the EOC’s mandate and focus.

1.7 The Strategic Planning Process

The key process steps for developing this SP included:

1. Constitution of the Technical Committee responsible for the technical guidance of the SDP development process. The Committee included; Members of the Commission, EOC technical staffs, and other stakeholders from Ministry of Gender, Labour and Social Development and National Planning Authority.
2. Review of the existing Strategic Plan of the Commission (2013/14 - 2017/18) and relevant literature and documents including the Uganda Vision 2040, the NRM Manifesto, NDP II, SDSP III, Regional, International and Global Frameworks relevant to EOC mandate and the broader development agenda. These offered insights and contexts for anchoring and defining priorities for the Commission in this Strategic Plan. Particularly for SDSP III, NDP II and Vision 2040, the Commission reviewed and identified the strategic priorities and interventions to which this plan had to be aligned. For the NDP II and SDSP III, this plan has taken consideration of both content and timeframe for alignment.
3. An elaborate review of the past performance of the Commission since 2010 when it commenced operations.
4. Consultative meetings held internally with the Members of the Commission and the technical and support staff of the Commission to define the key priorities and needs of the Commission. This was done to ensure a shared focus and owned strategic direction.

5. Consultative meetings held with key stakeholders including the MOGLSD, NPA, MOFPED, Parliamentary Committee on Equal Opportunities, other MDAs; together with a number of Civil Society Organisations involved in advocating for rights, inclusion, livelihood improvement of marginalised and vulnerable individuals or groups of people. This was intended to ensure a participatory process, taking care of the views and contributions of external stakeholders.

1.8 Implementation of the Strategic Plan

The Commission shall guide and supervise the implementation of the Strategic Plan. The Strategic Plan will be monitored and reviewed annually using the Commission's internal assessment and reporting mechanisms. Annual plans will be developed in reference to this Strategic Plan during the standard planning cycle of the Government, to ensure that the Plan is informing priority objectives of the Commission. In addition, the Plan will guide and inform the Project Proposals that the Commission will develop to solicit external funding.

1.9 Structure of this Strategic Plan

This Strategic Plan is structured in six Sections and follows the general guiding framework of the National Planning Authority for developing MDA Strategic Development Plans. Section One presents the introduction and background information that provides a foundation to the Plan. Section Two provides a Situation Analysis, focusing on the external operating environment of the Commission, the state of marginalisation and inequality in Uganda in respect to the EOC's persons and groups of concern. The issues that set the pace for the Commission's strategic direction are also highlighted. Section Three delves into the Strategic direction of the Commission, presenting the identity marks, strategic objectives, key result areas, strategic interventions and related issues. Section Four focuses on the institutional framework for the implementation of the Plan. Section Five presents the financing arrangements for the Plan and Section Six focuses on the monitoring and evaluation framework for tracking the level of performance and success of the Plan during its implementation.

SECTION TWO

SITUATION AND PERFORMANCE ANALYSIS

2.1 INTRODUCTION

This section presents the situation analysis that depicts the external factors and issues that have a bearing on EOC’s mandate and operations. It also focuses on the past performance of the Commission, highlighting the achievements, operational priorities, and gaps and binding constraints.

2.2 CONTEXTUALISING DISCRIMINATION AND MARGINALISATION

Discrimination and marginalisation tend to be entrenched through cultural socialisation processes. Discrimination occurs at all levels of society, right from the family unit, through the community, government and its institutions and agencies, and fostered by a number of factors. Discrimination manifests itself in different ways that directly or indirectly affect particular groups disproportionately, and exists in all spheres of life– political, social, economic, cultural, environmental, etc. Discrimination, marginalisation, inequality and equity affect key services such as access to employment, poverty eradication programmes, access to justice and equitable development, social and production services including health, education, and agriculture, access to credit, land ownership, control and management, human rights, social protection, environmental services, among others.

2.2.1 Poverty, Vulnerability and Inequality

Vulnerability is a state of powerlessness that makes individuals and groups unable to mitigate exclusion. Marginalisation makes people more vulnerable. In Uganda, there are different categories of vulnerable people. Table 1 provides a classification of vulnerable and marginalised persons in Ugandan society. Marginalisation and vulnerability can be conflict-related, demography-related or poverty-related (EOC Policy 2006).

Table 1: Categories of vulnerable/ marginalised groups in Uganda

Conflict-related marginalised group category	Demographic related marginalised group category	Poverty-related marginalised group category
<ul style="list-style-type: none"> o Refugees o Internally displaced persons o War orphans o Abductees o Traumatized civilians o Households living near conflict zones 	<ul style="list-style-type: none"> o Widows and Widowers without assets o Orphans and abandoned children o Youth o Women o Older persons o Female-headed households o Child-headed households o People with disabilities (PWDs) o The chronically sick o HIV & AIDS, cancer, etc. sufferers and carers o Victims of domestic abuse o Ethnic minority groups o Street children 	<ul style="list-style-type: none"> o Urban poor o Urban unemployed o Low-paid workers o Informal sector workers o Beggars o Squatters o Rural dwellers o Rural landless o Cash crop farmers o Pastoralists o Plantation workers

Source: EOC Strategic Plan 2013/14 – 2017/18

In working with the vulnerable and marginalised persons in society, the Equal Opportunities Commission strives to ensure that universally accepted principles are respected and followed.

Over time, the Government of Uganda has implemented a wide range of programmes to improve the socio-economic conditions of the population. Significant progress has been made in reducing poverty. According to the 2014 National Population and Housing Census (NPHC), Poverty level stood at 19.7%, corresponding to nearly 6.7 million persons, thus the percentage of the people living in absolute poverty declined by 4.8 percentage points from 24.5 percent reported in 2009/10.

Chronic poverty is characterized by the presence of vulnerable groups such as widows, orphans, the unemployed, the youth, low scale workers, persons with disabilities, the chronically ill, ethnic minorities and the older persons.

While Government policy has been focused directly on improving access to social services for the poor, the national focus has, largely not paid adequate attention to reducing disparities between the rich and the poor. The marginalised and vulnerable groups are affected most by these disparities. There are also geo-social and special disparities across the various regions of Uganda.

Table 2: Trends in Inequality in Uganda (Gini Coefficient)

REGION	YEAR		
	2005/06	2009/10	2012/13
National	0.408	0.426	0.39
Urban	0.432	0.447	0.341
Rural	0.363	0.375	0.410
Central	0.417	0.451	0.392
Eastern	0.354	0.319	0.319
Northern	0.331	0.367	0.378
Western	0.342	0.375	0.328

Source: UNHS (2012/13)

The provision of key services including education, health, water and sanitation, legal and social protection are characterised by significant disparities that often and largely disadvantage the poor and vulnerable persons and groups.

For example, enrolment in school is increasingly linked to income variations, with children in poor and vulnerable households less likely to enrol in good or average schools. The recent surveys have indicated that despite the UPE program, the majority of children dropping out of school were due to financial reasons. This situation also obtains for health and legal services for which access disparities are significant, with the poor and most vulnerable affected most.

The core focus of the EOC mandate and services is to ensure that such disparities in the access to crucial public services are redressed, for the benefit of mostly persons of concern, including women, children – especially the orphaned and vulnerable, youth, people with disabilities (PWDs), ethnic minorities, and other disadvantaged and excluded groups such as fishing and semi-nomadic communities.

The Commission works to promote social protection against discrimination, marginalisation and exclusion, by ensuring that factors responsible for structural and systemic exclusion are addressed, and service delivery institutions, both public and private, comply with set standards and requirements for inclusion and social protection.

2.3 PERFORMANCE ANALYSIS OF THE EOC

This sub section focuses on the performance of the EOC, highlighting the Commission's achievements, challenges and lessons learnt.

2.3.1 Achievements of the EOC (2013/14 – 2015/16)

a) Inauguration of EOC Commission

The Commission's maiden Members were inaugurated in July 2010 and so did the commencement of the EOC's operations. It is therefore notable that the Commission is still mobilising and directing her resources largely to institutional growth and development. However, in the time the Commission has existed, remarkable achievements have been registered, in as much as they are also critical gaps and challenges.

b) Institutional structures and systems

(i) The EOC has consistently and successfully focused on building institutional structures, systems, frameworks and service delivery standards to support her service delivery. These institutional frameworks have prepared the Commission to deliver her services more effectively and efficiently. The systems include financial management manual, procurement processes and procedures manual, human resource manual, tribunal rules and regulations, communication strategy, BFP/MPS Assessment tools, HIV/AIDS Workplace Policy among others, have been developed. The operationalisation of these is a continuous effort.

(ii) The Commission has progressively recruited technical and support staffs, thereby increasing the capacity of the Commission to carry out its mandate. With 42 staffs in place accounting for (61.7%), more staffs recruitment is expected in the subsequent financial years to cover the staff gaps.

c) EOC Strategic Plan 2013/14-2017/18

In FY2013/14, the Commission finalised and launched her Strategic Plan (SP) to guide the implementation of her mandate. The SP has provided a critical foundation upon which this SP builds.

d) Launch of the EOC Tribunal

In March 2014, the Commission launched its first tribunal, marking the commencement of the operations of the EOC Tribunal. Since then, the Tribunal has heard and resolved many complaints thereby actualizing the Commission's relevance in redressing imbalances and promoting equal opportunities.

e) Complaints handling and management

The Commission has handled over 50% of complaints registered annually through investigations, pre-tribunal sessions, tribunal hearings and Alternative Dispute Resolution mechanisms including conciliation and mediation.

f) Gender and Equity Certification

In the Public Finance Management Act (2015), the EOC is mandated to assess and certify the inclusion and responsiveness of MDAs to gender and equity compliance in their Budget Framework Papers (BFP) and Ministerial Policy Statements (MPS) to ensure that they are gender and equity responsive. In this line, Commission has, since November 2015, commenced gender and equity certification of the MDAs.

g) Sensitisation of Local Governments and Civil Society Organisations

The Commission has increasingly undertaken the sensitisation of local governments, the public and Civil Society Organisations (CSOs) to create awareness about the EOC, equal opportunities, gender and equity, affirmative action, and rights of the marginalised. By March 2017, the Commission had covered 38 of the 116 districts of Uganda through a systematic and structured annually phased approach. In the districts where inter-

ventions have been made, the technical staff of the DLGs and LLGs and CSOs have been sensitized and are aware about the EOC and her mandate. They are also aware about their role in promoting equal opportunities, planning, budgeting and service delivery implementation that is responsive to equity and inclusion.

Basing on the complaints that have been received over time, there is evidence that people are becoming more aware about the Commission, their rights to social and economic protection and reporting complaints related to exclusion. The sensitisation and awareness raising has been done through radio programmes, meetings and workshops in local governments and a range of information, education and communication (IEC) materials.

h) Vote Status

In 2013, the EOC attained its own Vote status, retaining operational autonomy in terms of direct appropriation of its funding and discretionary power for financial management and accountability, planning and budgeting.

i) EOC Regulations

The EOC Regulations were gazetted in 2014, which enabled the start of the operations of the EOC Tribunal.

j) Compliance, research, monitoring and reporting

Through compliance, research, monitoring and reporting, the Commission has audited a number of programmes, service delivery processes and outcomes, with particular interest in how these programmes have impacted on the lives and wellbeing of the marginalized and vulnerable groups. Some of the audited programmes and services include; UPE, USE, representation of marginalized groups, status and service delivery for ethnic minorities, the Youth Livelihood Programme, SAGE programme and general accessibility of services by the marginalized and vulnerable groups.

k) Annual Report on the State of Equal Opportunities in Uganda

The Commission has so far produced three Annual Reports on the State of Equal Opportunities in Uganda as required under the EOC Act and also a key deliverable for performance of Commission Members work. The first report was produced in 2014 covered the periods 2010/11 – 2012/13, and the second Report covered 2014. These reports are key in updating the country and all stakeholders about the state of equal opportunities in Uganda, the Commission undertaking thus thereby being a handy tool for accountability.

l) Assessment of BFPs/MPSs for Gender and Equity responsiveness

The EOC is mandated by Section 9 of the Public Finance Management Act 2015 to undertake assessment of BFPs and MPSs of 135 of the 158 Votes for Central Government MDAs, covering all the sixteen (16) Sectors to ensure responsiveness to gender and equity compliance. The Commission has conducted assessment as required and made recommendations.

m) Establishment of the toll free line

The establishment of a toll free line has facilitated ease of lodging and reporting of complaints to the Commission by the vulnerable and marginalized groups.

n) Implementation of the EOC Project 1269— Strengthening the Capacity of the Equal Opportunities Commission.

As a deliberate measure to fast track the institutional development of the Commission, the Government instituted special project funding in FY 2013/14 under Project code: 1269— strengthening the capacity of the Equal Opportunities Commission. This project covers five years FY2013/14 to 2017/18 with a total funding budget of 8.3 billion. The project focuses on institutional infrastructural tooling and retooling to ensure effective operations and enhanced performance of the Commission.

Overall Objective

The project objective is to strengthen the institutional capacity of the Commission to implement its mandate.
Specific Objectives

The project specifically seeks to;

- (i) Create adequate and conducive working environment for the Commission by 2018.
- (ii) Ensure adequate staffing and staff capacity development for the Commission.
- (iii) Enhance the tooling and retooling of the Commission.
- (iv) Strengthen operational systems and procedures of the commission.

Outputs

- (i) EOC Head Office partitioned and work stations created.
- (ii) EOC Regional Offices established and operationalised.
- (iii) Office furniture and fittings procured for headquarters and four regional offices.
- (iv) 24 motor vehicles for the secretariat and regional offices procured and maintained.
- (v) 50 computers and ICT services, equipment and software procured and maintained.
- (vi) 50 staff recruited, developed and remunerated.
- (vii) Equal Opportunities indicators developed and disseminated.
- (viii) EOC Client Charter developed and disseminated.
- (ix) Popular version of the Rules and Regulations of the Commission developed.

Project outcomes

- (i) Safe, secure and conducive working environment for the EOC headquarters and regional offices.
- (ii) Access to EOC services enhanced at regional and other sub national levels.
- (iii) EOC adequately tooled and facilitated.
- (iv) EOC human resource capacity development enhanced.
- (v) Effective operational systems and procedures developed for institutional effectiveness.

Achievements of the Project

Some achievements have been registered under the project, whereas a number of others have remained unachieved in the three FYs so far covered.

Achieved

- (i) 3 motor vehicles have been procured out of the 24 vehicles planned;
- (ii) Office partitioning has been done for the EOC head office;
- (iii) Assorted office furniture was procured and installed;
- (iv) 10 Computers have been procured out of the 50 computers planned for;

Pending

The remaining phase of the project will focus on achieving the pending project components. These are:

(i) Regional offices

The project will enable the Commission establish and operationalise four regional offices. Operationalisation will include procurement and maintenance of office and work facilities such as office furniture. The project will ensure that the regional offices have enough space and conducive working environment for staff and clients.

(ii) Furniture and Fittings

The EOC headquarters still requires additional furniture and fittings. Office furniture in form of tables, chairs and fitting shall be procured, as well as the relevant fittings necessary for good office organisation and smooth

running of office activities. New and good furniture would be purchased for the existing offices, partitioned offices and regional offices. Once the regional offices are established, they will also be equipped with furniture and fittings.

(iii) Transport

For smooth running of any entity, good and reliable means of transport is key and essential. The Commission hopes to secure 21 vehicles for the secretariat and regional offices and ensure that they are properly maintained. These will add to the three vehicles already procured to meet the planned target of 24 vehicles. The motor vehicles will significantly ease operations of the Commission at the head office and in all the four regions of the country.

(iv) Human resources

Ever since its inauguration, the commission has not had the required staff numbers to meet its human capacity requirement. This is one of the factors limiting the Commission's capacity to deliver on its mandate as expected. This project will enable the commission to recruit, remunerate and develop the capacity of her staff as well as the Commission Members.

(v) Office equipment

Office space, computers and other ICT equipment are inseparable. Thus, Equal Opportunities commission offices like for any other organisation offices continuously needs enough, good working computers, and ICT materials for the smooth running of the Commission. With this project, the commission will purchase additional computers and ICT facilities for the head office and regional offices.

(vi) Systems and procedures

The EOC still needs to develop a number of systems and procedures including Client Charter, Equal Opportunities Indicators, and Institutional Compliance to Equal Opportunities Check List etc. The project will support these and other related undertakings.

2.3.2 Challenges

- (i) The staff structure of the EOC is yet to be filled.
- (ii) Inadequate funding has constrained the operations and interventions of the Commission.
- (iii) The lack of formal structures at regional and district levels limits accessibility to EOC services.
- (iv) The sensitivity (real or perceived) around some of the issues and limited cooperation from stakeholders have always constrained the work of the Commission in addressing issues relating to discrimination and marginalisation. For example, many communities consider land matters to be sensitive, and in some cases they are unfavourable attitudes attached to some issues.
- (v) The wide mandate that the Commission has to address amidst limited resources is a key challenge.

2.3.3 Lessons learnt

The Commission has drawn a number of lessons from the experiences of implementation in the past years. The following are some of the lessons:

- (i) There are deeply entrenched cases and situations of marginalisation experienced especially by the poor, voiceless and vulnerable individuals and groups, making the Commission extremely relevant.
- (ii) Publicity and visibility for the EOC is very critical in promotion and enforcement of equal opportunities and affirmative action. Members of the public, local governments, civil society organisations need to be continuously sensitised about the Commission, rights to equal opportunities and affirmative action.
- (iii) Sustainable and adequate funding is necessary to enhance the operations of the Commission. This is especially critical for the Tribunal activities whose financial needs are intensive.
- (iv) There is need to review relevant policies, laws and byelaws on affirmative action to match them with emerging needs such as strengthening synergies with LGs, CSOs, Parliamentarians and the Private Sector.

- (v) Special interest groups are part of society who need special protection and support of the general society.
- (vi) There is need for establishing and nurturing strategic partnerships with other actors, especially the CSOs to be able to cope with our wide mandate.

2.4 SWOT ANALYSIS

To better the position of EOC in the execution of its mandate, it was necessary to undertake a SWOT Analysis to identify the strengths, weaknesses, opportunities and threats. This analysis helps to understand the internal and external factors that facilitate, influence, constrain or threaten the performance of the Commission. Through this analysis, it has been possible to suggest strategies to enhance the facilitating factors, mitigate the constraining factors, harness the opportunities at hand and neutralise the threats. The issues that were generated in the SWOT analysis are presented in Table 3 below.

Table 3: SWOT Analysis of the Equal Opportunities Commission

Strengths	Implications for the SP
The EOC has a fully constituted Commission and the competent technical staff.	<ul style="list-style-type: none"> i) EOC mandate is more efficiently and effectively implemented ii) Nurture staff potential through continuous staff capacity development
EOC has a permanent home, with basic office infrastructure and logistics.	The Commission has a stable office, which facilitates its operations.
EOC has a vote	Discretionary power in planning, budgeting and Mandate execution
Weaknesses	Implications for SP
Gaps in staffing levels	<ul style="list-style-type: none"> Increased load on the per capita staff Constrained Implementation of EOC Mandate. Lobby to fully fill EOC staff structure and improve the wage bill
Inadequate funding to realise the implementation of the EOC SP.	<ul style="list-style-type: none"> Constrained implementation of the SP (Logistics, Staffing and Infrastructure) Issues Development Budget (Retooling and tooling)
Opportunities	Implications for SP
Political will and support from Government.	Assurance of continued support and provides a conducive environment for delivery of the Mandate
The presence of a strong and comprehensive policy and legal framework	The EOC is empowered to implement its Mandate
Continued support from Development Partners	Sustained donor technical and financial support, expand funding base, exchange programs, benchmarking
Engaged Civil Society	Partners in the Extension of delivery of EOC Mandate
Increased demand for EOC services.	Reduction of instances of Marginalisation and discrimination.
Uniqueness of the nature of services offered by EOC(Marginalisation and discrimination)	Reduction of instances of Marginalisation and discrimination

Supportive media	Increased visibility of EOC and awareness of EOC Mandate
Threats Implications for SP	
Misconception of EOC Mandate among the Public	The Public does not comprehend of EOC work Avalanche of cases that do not fall within EOC Mandate
Competition for resources from the government treasury	Limited and unpredictable fund appropriation
Varying reporting obligations to the various development partners	Delays in implementation of activities
Low nationwide coverage	Increased operational cost for delivering the mandate

2.5 STAKEHOLDER MAPPING AND ANALYSIS

As part of the process to understand the environment, in which the Commission works, and to understand and plot strategies for relationship enhancement, it was necessary to map and analyse stakeholder relationships, roles, and complementarities.

A stakeholder mapping was done, focusing on groups, institutions and organisations that have an influence on the EOC. The nature and level of the influence of the stakeholders was also underpinned. The results of the stakeholder mapping are presented in Table 4.

External Stakeholders	Nature of Influence / Level of Influence / Priority	How to improve Relationship
Members of the Commission	<ul style="list-style-type: none"> (i) Provide overall policy and strategic direction to the Commission. (ii) Resource mobilization (iii) Oversight (iv) External accountability 	<ul style="list-style-type: none"> (i) Continuous engagement on strategic direction, plans, budgets and operating environment of the Commission (ii) Periodic policy and performance briefs (iii) Capacity building (iv) Strengthen internal reporting
Technical staff	<ul style="list-style-type: none"> (i) Implementation of programmes and service delivery (ii) Operational efficiency and effectiveness (iii) Resource mobilisation (iv) Planning, budgeting (v) Monitoring 	<ul style="list-style-type: none"> (i) Motivation and welfare (ii) Capacity building and career support (iii) Adequate resourcing: infrastructure, tooling and equipment (iv) Conducive work environment (v) Teambuilding (vi) Innovation support (vii) Service delivery standards

Support staff	(i) Support functions	(i) Motivation and welfare (ii) Conducive work environment (iii) Teambuilding (iv) Innovation support
External Stakeholders	Nature of Influence / Level of Influence / Priority	How to improve Relationship
Public institutions (MDAs)	(i) Policy development and implementation; (ii) Monitoring and supervision; (iii) Gender and equity compliance; (iv) Mainstreaming equal opportunities and affirmative action.	(i) Foster effective collaboration and partnership (ii) Regular engagement (iii) Capacity building (iv) Structured partnership through MOUs where applicable
Civil Society Organisations	(i) Advocacy (ii) Monitoring (iii) Partnerships to implement mandate (iv) Duty for compliance to equal opportunities and affirmative action (v) Monitoring and evaluation (vi) Demand for accountability	(i) Capacity building (ii) Structured partnership, endorse MOUs for some CSOs (iii) Collaboration and joint activities (iv) Advocacy on shared issues
Public	(i) Users of EOC services (ii) Demand accountability (iii) Support EOC to execute mandate	(i) Awareness raising through public sensitisation (ii) Public engagement for support (iii) Regular accountability to public (iv) Public involvement and participation in EOC programmes
Development Partners	(i) Co-Funding support to EOC programmes (ii) Technical support (iii) Accountability	(i) Regular engagement (ii) Bankable funding proposals (iii) Strict management accountability

From Table 4 above, it is notable the EOC enjoys a rich and diverse stakeholdership, across the various sectoral domains. It is pertinent to sustain the interest of all stakeholders, but the level of focus should depend on the known and agreed interest and influence. Stakeholders have to be kept satisfied and followed up and monitored

No institution can effectively deliver its mandate in isolation. All institutions work in partnerships and collaborations that add value. The EOC will focus on strengthening the collaboration framework to ensure adequate participation and role-play of the various stakeholders.

SECTION THREE

THE STRATEGIC FOCUS OF THE EOC

3.0 INTRODUCTION

The EOC's strategic direction is hinged on the issues identified from the foregoing analysis and the review of the implementation of the Commission's Strategic Plan that was in implementation. This section focuses on the identity, goal of the Plan, strategic objectives and priorities that the EOC will pursue, to ensure implementation of the Equal Opportunities agenda for the five-year period 2015/16-2019/20. The focus of the EOC Strategic Plan 2015/16–2019/20 is derived from the constitutional mandate of the Commission; its vision and mission; the situation analysis of issues related to equal opportunities and the strategic framework provided by the Second National Development Plan (NDPII) 2015/16-2019/20, the EOC Policy and the EOC Act 2007.

3.1 VISION

A just and fair society where all person have equal opportunities to participate and benefit in all spheres of political, economic, social and Cultural Life.

3.2 MISSION

To give effect to states Mandate to eliminate discrimination and marginalisation against any individual or groups of persons through taking affirmative action to redress imbalances and promote equal opportunity for overall spheres of life.

3.3 VALUES

The EOC espouses the following set of values:

- i. Equality: The EOC treats and protects all people equally regardless of their status in all spheres of life (political, economic, social and cultural).
- ii. Equity: In handling issues of discrimination and inequalities within society, the EOC treats every individual and group of persons with fairness, justice and impartiality.
- iii. Integrity: Members and staff of the Commission work with honesty and truthfulness in all undertakings.
- iv. Diversity: The EOC respects divergent views from all groups of people concerning promotion of equal opportunities.
- v. Accountability: The EOC is accountable to its stakeholders for all its actions and decisions.
- vi. Team work: Members and staff of the Commission work as a united and committed team in order to achieve the EOC set goals and objectives.

3.4 GOAL OF THE EOC STRATEGIC PLAN

The Overall Goal of EOC Strategic Plan (2015/16 – 2019/20) is “An all-inclusive, just and fair society with equal opportunities in all spheres of life”.

3.5 GUIDING PRINCIPLES

The key guiding principles of the EOC are:

- a) Rights based approach: Put human rights at the centre of development policies, plans and interventions.
- b) Participation: People must be involved in decisions that affect their lives, and they should be at the centre of development.

- c) Good governance and accountability: Promote effective governance through democratic processes at all levels; uphold democratic considerations to enhance co-existence, promote social inclusion and integration of marginalised and disadvantaged groups.
- d) Equity: Take into account the gender relations, diversity and value of all accessing equal opportunities during the planning, programming, implementation, monitoring and evaluation.
- e) Partnership: Strengthen partnership and networking between the government, CSOs, the private sector, faith-based organizations (FBOs) and interest groups including community based organizations and development partners. The essence is to ensure sustainable development.
- f) Responsiveness: Timely response to the needs of stakeholders in a way that meets their expectations.
- g) Non discrimination and stigmatization: Discrimination and stigmatisation are barriers to equal access to service and support by the marginalized and disadvantaged people. These barriers will be minimised to enhance equitable access, participation and benefit to enhance implementation of the policy.
- h) Respect: Individuals, households or community groups that are marginalised and vulnerable or disadvantaged, and all people who interact with our work shall be treated with respect and dignity. They shall be treated as active partners and entitled to express their views in matters that affect them.
- i) Affirmative action: Deliberate affirmative action or positive discrimination be undertaken to redress the imbalances that exist against such groups of people.

3.6 STRATEGIC OBJECTIVES

The strategic objectives of the EOC Strategic Plan 2015/16 – 2019/20 are:

1. To enhance observance of social justice for all particularly the discriminated and marginalized persons/groups.
2. To ensure compliance with the National, Regional and International provisions for the promotion of equal opportunities for all.
3. To identify, review and advocate for affirmative action to redress imbalances and special needs of the discriminated and marginalized persons/groups.
4. To create awareness on equal opportunities and affirmative action for promotion of inclusiveness.
5. To strengthen the capacity of the Equal Opportunities Commission for effective and efficient service delivery.

3.7 THE STRATEGIC THRUST FOR THE EOC

The strategic fit of the EOC is enshrined in the national development planning and priority framework.

The second National Development Plan (NDP II) echoes the aspirations of the National Vision 2040, and recognises that the Social Development Sector is responsible for mobilising and empowering communities to harness potential, while protecting the rights of vulnerable population groups. The NDP defines objectives through which the interventions defined in this SP are anchored. Within the NDP II, the EOC contributes to the overall strategic focus of Uganda through ensuring inclusive growth. While the Commission is embedded, and contribute to a number of the SDS objectives and interventions defined in the NDP II, it is principally anchored in Objective 7 of the NDPII as follows:

TABLE 5: THE EOC FIT INTO THE NATIONAL VISION 2040 AND NDP II

NDP II OBJECTIVE TO WHICH EOC IS ANCHORED	NDP II OBJECTIVE for the SOCIAL DEVELOPMENT SECTOR	NDP II OBJECTIVE for the SOCIAL DEVELOPMENT SECTOR
<p>OBJECTIVE 4: Strengthen Mechanisms For Quality, Effective And Efficient Service Delivery</p>	<p>OBJECTIVE 7: Reduce imbalances and improve access to opportunities for all</p>	<p>1. To enhance observance of social justice for all particularly the discriminated and marginalized persons/groups.</p>
	<p>INTERVENTIONS</p> <p>(i) Eliminate discrimination, marginalization and ensure that all persons have equal opportunities in accessing goods and services.</p> <p>(ii) Enhance effective participation of the marginalised in social, economic and political activities for sustainable and equitable development.</p> <p>(iii) Strengthening the capacity of state and non-state actors to mainstream equal opportunities and affirmative action in all policies, laws, plans, programmes, activities, practices, traditions cultures, usages and customs</p>	<p>2. To ensure compliance with the National, Regional and International provisions for the promotion of equal opportunities for all.</p> <p>3. To identify, review and advocate for affirmative action to address imbalances and special needs of the discriminated and marginalized persons/groups.</p> <p>4. To create awareness on equal opportunities and affirmative action for promotion of inclusiveness.</p> <p>5. To strengthen the capacity of the Equal Opportunities Commission for effective and efficient service delivery.</p>

NDP TARGETS FOR THE SOCIAL DEVELOPMENT SECTOR

Over the next five years, the Social Development Sector targets to achieve the following;

- i) Increase the number of vulnerable people accessing social protection interventions from about 1,000,000 in 2013 to about 3 million by 2020;
- ii) Increase the percentage of women accessing economic empowerment initiatives from 12 percent in 2009/10 to 30 percent by 2019/20;
- iii) Increase decent work coverage from 40 percent to 70 percent by 2020; increase adult literacy rates from the current 73 percent to 80 percent by 2020;
- iv) Reduce the rate of discrimination and marginalization by 4 percent by 2020; and
- v) Increase community participation from 50 percent to 70 percent in the development process.

Conceptual Framework for EOC Strategic Plan

Conceptual Framework for EOC Strategic Plan
Strengthen Competitiveness for sustainable wealth creation, employment and inclusive growth



Social Development Sector Plan (SDSP)
Accelerating social transformation through promoting employment and the rights of the vulnerable and marginalized



Equal Opportunity Policy 2006 Goal:
Equitable development for sustainable creation of wealth



Equal Opportunity Strategic Plan (2015/16-2019/20) Goal:
An all-inclusive, just and fair society with equal opportunities in all spheres of life



EOC Strategic Objectives:				
To enhance observance of social justice for all particularly the discriminated and marginalized persons/groups.	To ensure compliance with the National, Regional and International provisions for the promotion of equal opportunities for all.	To identify, review and advocate for affirmative action to redress imbalances and special needs of the discriminated and marginalized persons/groups.	To create awareness on equal opportunities and affirmative action for promotion of inclusiveness.	To strengthen the capacity of the Equal Opportunities Commission for effective and efficient service delivery.



Key Result Areas (KRAs)				
KRA 1: Access to equitable economic and social justice for marginalised groups enhanced	KRA 2: Enhanced understanding & compliance with national, regional and international provisions for the promotion of equal opportunities for all.	KRA 3: Equitable and all inclusive social services promoted	KRA 4: Effective participation of the marginalised in decision making processes strengthened.	KRA 4: Effective participation of the marginalised in decision making processes strengthened.

3.8 PROGRAMMING AND PROJECT PRIORITIES

Over the Plan period, the Commission has committed to the continuous implementation of the existing projects and the introduction of new projects that will enhance the reach and effectiveness of the Commission's services. The initial years of the Commission since 2010 have focused primarily on institutional development, to enable the Commission set up the necessary institutional infrastructure to deliver its mandate. It will also be noted that institutional development remains an ongoing concern for the Commission to consolidate the achievements so far registered and harness new potentials that enhance the delivery of the Commission's services. Table 6 below presents an analysis of the project priorities of the Commission.

EOC Project 1269: Strengthening the Capacity of Equal Opportunities Commission	Implement the pending activities: Establish	(i) The need to strengthen the institutional capacity of the Commission to implement its mandate.
	Establishment of Regional offices	(i) Four regional offices are planned in the initial phase. These offices are meant to aid the devolution of EOC services to the sub national level, beginning at the region. To operationalise these, it will require identification of office space; procure the required equipment and facilities; and recruit staff.
	Transport: Acquire vehicles for Members of the Commission and technical staff.	(i) Most of the existing motor vehicles are old and supposed to be boarded-off according to Government standards. The vehicles are also inadequate to meet the Commission's needs.
	Recruitment of the remaining batch of staff to fill up the EOC established structure	(i) Planned to be rolled out every financial years
	Office equipment	(i) Gaps still exist for ICT equipment; office space (remodelling of existing structure)

SECTION FOUR

INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE SP

4.1 INTRODUCTION

The EOC recognises that the effective implementation of this Plan requires institutional readiness in terms of staff numbers, capacity and the necessary tooling. Since the commencement of operations, the Commission has continuously focused on developing the institutional infrastructure to progressively improve its service delivery.

4.2 Institutional Implementation Structure

The Strategic Plan will be implemented within the existing EOC institutional structure: Commission Members and the established Departments, which are:

- i. Statutory Department
- ii. Legal Services and Investigation;
- iii. Education, Training, Information and Communication;
- iv. Research, Monitoring and Evaluation; and
- v. Finance, Planning and Administration.
- vi. Compliance and Reporting

4.3 Clarity of Roles and Responsibilities

The roles and responsibilities of the various structures of the Commission are clear, but it is important that these roles be aligned to the implementation of the Plan. This would be done during annual and quarterly work planning.

The Members of the Commission have the overall responsibility for ensuring that the EOC delivers on its mandate and so take the lead responsibility to ensure that the Plan is successfully implemented. They will play the oversight and resource mobilisation functions to foster the effective implementation of this Plan.

The Secretary to the Commission has the overall responsibility for ensuring the implementation of this strategic plan. The Secretary is the operational manager and the accounting officer of the Commission. The Secretary will also be responsible for resource mobilization and effective utilization of financial and human resources for the achievement of the goals of the strategic plan.

The technical and administrative staff of the Commission will take responsibility for the respective technical and administrative programmes in the Plan.

4.4 Strategic Relationships with the SDS Structure

The EOC as a constituent of the SDS must maintain linkages with the Sector in order to keep track with the sector development priorities. Previously, the operations of the Sector, especially at coordination level and programme implementation processes have been weak, with a limited impact on shared planning, standards setting and achievement of shared goals. As such, the Commission did not maintain a strong presence in the Sector. However, the Sector operational, structural and coordination arrangements have been reactivated and are being progressively strengthened. In this SP, the EOC will make deliberate efforts to strengthen its involvement in the various coordination and management levels of the Sector as follows:

Sector Working Group (SWG)

As an apex organ that guides evolution of policies, programs and plans for the Sector, it is pertinent that the Commission participates right from this level of influence. The SWG is comprised of all the key stakeholders namely MDAs, Development Partners, Social Partners, NGO Forum, Private Sector, religious and cultural institutions under the leadership of the Ministry of Gender, Labour and Social Development. The SWG oversees the implementation of the SDS Plan, and this by default, includes the plans of the constituent entities. The Commission will, apart from taking active participation in the SWG.

Thematic Working Groups (TWGs)

The Commission will ensure adequate participation in the roles of the various TWGs, namely:

- i) Labour, Productivity and Employment;
- ii) Community Mobilization and Empowerment;
- iii) Social Protection for the Vulnerable and Marginalised Groups;
- iv) Gender Equality and Women's Empowerment; and
- v) Institutional Capacity Development.

The issues regarding Equal Opportunities are cross-cutting these thematic clusters, underscoring the contribution of the EOC in their meetings and other processes. The TWGs are responsible for review of policies, planning, M&E and research within the respective areas. The Commission will ensure strong linkages are forged with the Groups to leverage their operations as platforms for promoting equal opportunities.

4.5 Coordination and collaboration arrangements with State and Non State Actors

The EOC will continuously strengthen coordination, collaboration and partnership arrangements with both Government and non State actors at Commission and Sector levels, including Civil Society and Private Sector agencies, Religious and Faith Based Organisations, Academia, and Media to ensure effective implementation of the Plan.

The Commission will work towards a structured relationship and partnership with civil society partners focusing on areas related to its work, with clearly spelt out roles and principles of partnership to implement joint activities under this Plan.

Coordination and partnership with the various MDAs including Local Governments will be based on the institutional mandates of the institutions and areas through which such institutions will respectively add value to EOC's work and the implementation of the Plan.

4.6 Linkages with Development Partners

Development Partners (DPs) are key strategic providers for financial resources and technical guidance for the Commission's programmes and services. Through the implementation of the Plan, the Commission will explore, create linkage with the DPs to ensure the financing of the Plan, as well as leveraging technical expertise of the DPs in implementing the Plan. The Commission will strive to ensure the sustenance of the existing DPs, including the Ford Foundation, DGF, GIZ, UN Women, UNDP, and the United Nations Office of the High Commissioner for Human rights (UNOCHR), among others, as well as enlisting new DPs.

SECTION FIVE

STRATEGIC PLAN FINANCING STRATEGY

5.1 Introduction

The successful implementation of this Plan requires mobilisation and deployment of adequate financial resources. The cost of implementing the Plan is 37,013,215,418 as shown in the Budget/Cost Implementation Matrix (Annex 1).

5.2 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 7 below presents the Commission's budget distribution by major expenditure categories FY 2011/2012-2015-2016:-

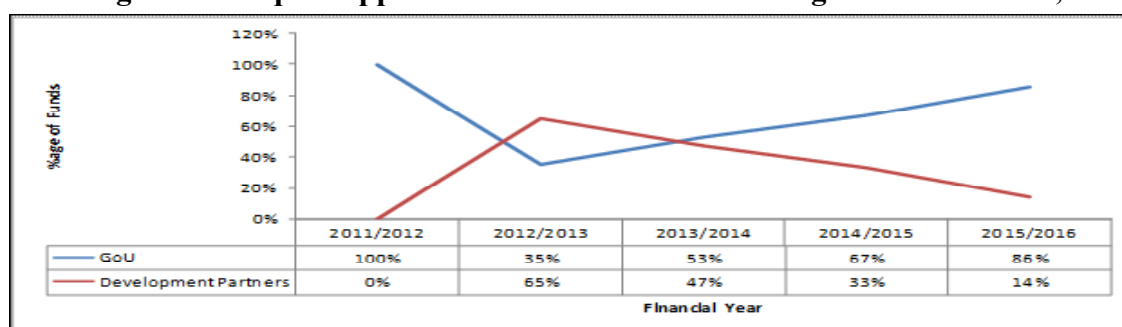
Table 7: Budget Allocation for the Equal Opportunities Commission (2011/2012-2015/2016)

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, Reports 2015/2016

The Equal Opportunities Commission Budget has been improving over time. In FY 2011/2012, the Commission was allocated 0.6bn as a subvention under the MoGLSD against the Certificate of Financial Implication of 3.5bn. Apparently, the budget has improved to the tune of 5.9 billion Uganda Shillings (FY 2015/2016) against the five year Strategic Plan which requires 12bn annually. Figure 7.1 below presents the percentage distribution of funding source to the equal opportunities Commission since 2011/2012;

Figure 7.1: 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 exception of FY 2012/2013, the Government of Uganda Funding has had a bigger share compared to funding from the development Partners.

5.3 Financing the Strategic Plan

Table 8 shows the budget required to finance the Strategic Plan.

Table 8: Budget estimates for the Strategic Plan Period (2015/16– 2019/20)

Classification	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
Wage	2,517,150,992	2,966,807,972	3,115,148,371	3,270,905,789	3,434,451,079
Non Wage	1,380,000,000	3,380,000,000	3,133,937,592	3,447,331,351	3,792,064,486
Development	362,500,000	300,000,000	300,000,000	345,000,000	414,000,000
Contract Gratuity	846,827,874	890,042,400	974,380,000	1,116,382,000	1,116,382,000
Total Excl Donor funding	5,106,478,866	6,647,000,000	7,523,465,963	8,179,619,140	8,756,897,565
Development Partners	799,753,884	1,600,000,000	2,000,000,000	2,500,000,000	3,000,000,000
Funding gap	2,000,000,000	2,000,000,000	2,000,000,000	2,000,000,000	2,000,000,000
Grand Total	7,906,232,750	10,247,000,000	11,523,465,963	12,179,619,140	13,756,897,565
Grand Total (5yrs)					56,113,215,418

Source: Strategic Plan, 2015/16 – 2019/20

The major source of funding for the implementation of this strategic plan will remain Government. As can be noted from Table 7, it is notable that the Commission’s MTEF funding has remained low, despite the progressive increase over the years. The Strategic Plan envisages introducing and implementing more robust approaches for the Commission to realise greater impact of its programmes. However, this will correspondingly require remarkable financial resources.

The Commission will continuously engage MOFPED, Parliament, Cabinet and relevant institutions of Government to increase its funding allocations in view of the Commission’s wide scope of mandate.

The Commission will seek to scale up Development Partner funding support to finance specific components of the strategic plan, including institutional development of the EOC. This will be done through preparing bankable project proposals to donors, as well as other formal engagements and initiatives.

Detailed annual work plans and budgets will be drawn based on the key components of the strategic plan.

SECTION SIX

MONITORING AND EVALUATION ARRANGEMENTS

6.1 Introduction

Monitoring and Evaluation functions are important in tracking the achievements of target outputs and the set objectives. This is one of the functions of the Commission that will be done in a participatory approach. Monitoring will be done on a quarterly basis while evaluation will be done mid-term and at the end of the Plan period.

6.2 Review of the Strategic Plan

The EOC shall review this Plan on an annual basis. The key issues in the review will be to assess the extent to which planned activities have been executed. The mid-term review shall be expected to assess the achievements, relevance, outcomes and lessons against the strategic objectives and set targets of the Plan, to inform policy revision or development, as well as to identify and address the challenges and options for improvement. At the end of the strategic plan period, evaluation shall be done to measure the progress towards achievements, outcomes and impact realized, as well as generate lessons and recommendation for improvement for the subsequent Strategic Plan. The M&E framework is attached to this Plan.

6.3 Capacity building for M&E

Capacity building in M&E will be a priority at the beginning of the strategic period in order to deliver the required support for the implementation of the strategic plan. All staff of the EOC will be trained on this Plan, and the M&E framework that will be used for the Plan.

ANNEXES

ANNEX 1: COST IMPLEMENTATION MATRIX: DETAILED BUDGET FOR EOC STRATEGIC PLAN (2015/16 – 2019/20)

Strategic Objective 1: Identify and advocate for affirmative action to address imbalance and special needs of the discriminated and marginalised persons and groups.

Outcome: Equitable and all inclusive social services promoted										
STRATEGI ES	Key Performance Targets	Outputs	Indicators	Activities	2015/16 '000	2016/17 '000	2017/18 '000	2018/19 '000	2019/20 '000	TOTAL '000
Monitor compliance to equal opportunities and inclusivity standards in social service sectors	25 monitoring exercises in 5 years	Guidelines for monitoring standards developed	No. Of monitoring exercises done	Conduct compliance monitoring in selected social service sectors	60,000,000	70,000,000	70,000,000	75,000,000	80,000,000	355,000,000
		Compliance to education standards monitored and reports disseminated	# of monitoring reports produced and disseminated	Conduct dissemination meetings	45,000,000	55,000,000	60,000,000	70,000,000	70,000,000	300,000,000
		Monitoring of education standards carried out	No of	Produce and share compliance monitoring reports	20,000,000	20,000,000	30,000,000	30,000,000	40,000,000	140,000,000
		Compliance reports produced and disseminated			15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Compliance audits to assess appropriate physical accessibility in social service sectors.	20 compliance audits in 5 years	Physical accessibility standards reviewed	Number of compliance audits undertaken	Conduct compliance audits	15,000,000	18,000,000	18,000,000	20,000,000	20,000,000	91,000,000
		Guidelines for auditing developed and used	Number of social service sectors covered	Produce and disseminate compliance audit reports	15,000,000	15,000,000	20,000,000	20,000,000	25,000,000	95,000,000

			Audit reports produced and shared	Level of implementation of recommendations	Conduct feedback meetings on audit findings	70,000,000	70,000,000	85,000,000	85,000,000	120,000,000	430,000,000
		Guidelines of improving physical accessibility developed and disseminated	Inclusive education policy in teacher training colleges reviewed	Existence of reviewed policy	Organise policy review meetings	-	-	20,000,000	-	15,000,000	35,000,000
Monitor and evaluate implementation of inclusive education policy in teacher training colleges	10 monitoring exercises undertaken in 5 years	Implementation of inclusive education policy monitored	Reports on compliance to inclusive education standards produced and shared	Level of implementation of inclusive education standards	Undertake monitoring exercises	50,000,000	65,000,000	75,000,000	70,000,000	70,000,000	320,000,000
				Number of reports produced	Produce and disseminate monitoring reports	75,000,000	75,000,000	75,000,000	85,000,000	85,000,000	395,000,000
Standardised Guidelines for mainstreaming equal opportunities in social service sectors	10 Guidelines developed/reviewed in 5 years	Guidelines and policies for mainstreaming equal opportunities developed		Number of guidelines developed	Undertake basic research	20,000,000	20,000,000	30,000,000	30,000,000	40,000,000	140,000,000
					Organise meetings	-	-	20,000,000	20,000,000	-	40,000,000
					Produce and disseminate Guidelines			10,000,000	10,000,000		20,000,000
					Undertake Assessment of Budget Framework Papers for MDAs to ascertain Gender and Equity			5,000,000	5,000,000		10,000,000
Strengthen inclusive planning, budgeting and programming	Budget Framework Papers (BFPs) and Ministerial Policy Statements of MDAs assessed annually for compliance and responsiveness to	Budget Framework Papers (BFPs) for MDAs assessed to ascertain responsiveness to Gender and Equity		Number of MDA BFPs assessed		35,000,000	40,000,000	40,000,000	45,000,000	45,000,000	205,000,000

	Equal Opportunities, Gender & Equity	and Equal Opportunities	Number of MDA MPs assessed	Compliance	45,000,000	65,000,000	75,000,000	75,000,000	80,000,000	340,000,000
		MDAs Ministerial Policy Statements assessed to ascertain responsiveness to Gender and Equity and Equal Opportunities	Reports of assessment	Produce reports	15,000,000	15,000,000	20,000,000	20,000,000	25,000,000	95,000,000
Periodic audit of Systems, Practices and programmes in selected public and private enterprises	10 audits in 5 years	Periodic audit of selected public and private enterprises carried out	Number of audits done	Undertake audit exercises on Systems, Practices and Programmes	70,000,000	160,000,000	210,000,000	260,000,000	310,000,000	1,010,000,000
		Compliance to equal opportunities in public and private enterprises monitored	Number of recommendations made and implemented							
			Number of Agencies and enterprises covered							
Strategic Objective 2: Enhance observance of equitable and social justice for all particularly the discriminated and marginalised persons and groups.										
Outcome: Access to equitable economic and social justice for marginalised groups enhanced										
Strengthen complaints management processes	Automated complaints management system developed and reviewed annually	Complaints handling system reviewed and strengthened	Existence of automated complaints handling system	Receive and assess complaints	30,000,000	45,000,000	55,000,000	75,000,000	50,000,000	255,000,000
		Complaint system automated and optimally utilised	Level of use of the complaint system	Undertake complaints investigation	80,000,000	130,000,000	180,000,000	180,000,000	230,000,000	800,000,000

			Effective complaint investigations		Review and automate EOC complaints management system	20,000,000	20,000,000	70,000,000	70,000,000	15,000,000	195,000,000
					Apply complaint feedback mechanisms	10,000,000	15,000,000	15,000,000	20,000,000	20,000,000	80,000,000
Strengthen legal support and complaint redress mechanisms	Varied responsive redress mechanisms for the marginalised and discriminated implemented	EOC Tribunal guidelines in place and operational	Tribunal guidelines in place	Produce Tribunal Guidelines		-	20,000,000	-	-	15,000,000	35,000,000
				Conduct EOC Tribunal sessions	250,000,000	350,000,000	450,000,000	550,000,000	650,000,000	2,250,000,000	
			Number of Tribunal hearings	Offer redress legal aid to complainants and other users	40,000,000	40,000,000	80,000,000	90,000,000	90,000,000	340,000,000	
Monitor and promote safe and dignified relocation of citizens displaced by land gazettement, development-induced projects and natural or manmade disasters	Standardised guidelines and strengthened monitoring for safe and dignified people displacement and relocation	Strengthened guidelines and monitoring for safe and dignified relocation of citizens	The extent and nature of displacement of citizens due to land gazettement natural or manmade disasters established	Undertake research on development-induced projects and people displacement	20,000,000	30,000,000	55,000,000	65,000,000	80,000,000	250,000,000	
				Develop Guidelines for enhancing Equal Opportunities in development, disaster and land gazettement induced displacement	10,000,000	10,000,000	30,000,000	30,000,000	-	80,000,000	
				Undertake monitoring of people displacement and/or relocation	-	-	120,000,000	180,000,000	240,000,000	540,000,000	
Promote citizens' right to protection from effects of	Strengthened protection of the vulnerable to adverse	Development related environmental protection	Level of compliance to environmental standards by	Develop guidelines for protection of the vulnerable from	25,000,000	35,000,000	45,000,000	65,000,000	65,000,000	235,000,000	

environmental pollution and congestion	development related environmental effects	for the vulnerable strengthened	industries	environmental adversaries									
Capacity building of MDAs, LGs, CSOs and Private Sector on Gender, Equity & inclusivity compliance	20 MDAs and 40 DLGs covered in 5 year	Public spaces in urban and rural areas protected Gender and equity responsive MDAs and LGs	Number of MDAs and LGs trained	Monitor Industrial development for protection of the vulnerable Develop Gender & Equity Compact for the remaining 14 Sectors	75,000,000	125,000,000	125,000,000	160,000,000	75,000,000	160,000,000	180,000,000	210,000,000	560,000,000
				Conduct Tailor-made training for Parliaments and DLGs	160,000,000	180,000,000	220,000,000	150,000,000	160,000,000	180,000,000	240,000,000		980,000,000
				Develop Gender & Equity Assessment Tools for MDAs, CSOs, Cultural Institutions, RFBOs, & Private Sector	160,000,000	180,000,000	180,000,000	160,000,000	160,000,000	180,000,000	180,000,000	180,000,000	860,000,000
Strategic Objective 3: Ensure compliance with the national, regional and international provisions for the promotion of equal opportunities for all													
Outcome: Enhanced understanding and compliance with national, regional and international provisions for the promotion of equal opportunities for all													
Review and assessment of bills, laws and policies to ensure compliance with equal opportunities	10 laws and 10 policies reviewed	Laws and policies compliant with Equal Opportunities and inclusivity standards	Number of laws and policies reviewed	Conduct review of laws and policies	35,000,000	40,000,000	40,000,000	40,000,000	40,000,000	25,000,000	25,000,000	25,000,000	165,000,000
Dissemination of National, Regional and International	Increased understanding of national, regional and international	Legal and policy frameworks simplified	Number of proposed amendments Number of laws and policies simplified and disseminated	Produce and disseminate review reports Develop and disseminate a compendium of National laws	20,000,000	30,000,000	30,000,000	20,000,000	30,000,000	30,000,000	30,000,000	40,000,000	130,000,000
					25,000,000	35,000,000	35,000,000	35,000,000	40,000,000	40,000,000	40,000,000	40,000,000	175,000,000

Legal and Policy Framework for Equal Opportunities	Legal and policy framework for equal opportunities	and disseminated						and International instruments related to Equal Opportunities					
Analysis of Regional and International Instruments on Equal Opportunities	Regional and International Instruments on Equal Opportunities analysed and issues compiled	Eased access and understanding of Regional and International Instruments on Equal Opportunities	Number of Regional and International Instrument analysed	Conduct desk review and analysis	40,000,000	60,000,000	60,000,000	Simplify national, regional and international legal and policy framework	80,000,000	80,000,000	80,000,000	320,000,000	
			Report on issues and checklist from Regional and International Instruments	Produce and disseminate Analysis Report	20,000,000	30,000,000	30,000,000	Conduct review, compliance and domestication meetings on national, regional and international provisions for the promotion of equal opportunities for all	20,000,000	15,000,000	20,000,000	100,000,000	
Advocate for increased compliance with national, regional and international provisions for the promotion of equal opportunities for all	Strengthened compliance with national, regional and international provisions for the promotion of equal opportunities for all	Increased compliance with national, regional and international provisions for the promotion of equal opportunities for all	Level of compliance with national, regional and international provisions for the promotion of equal opportunities for all	Conduct review, compliance and domestication meetings on national, regional and international provisions for the promotion of equal opportunities for all	30,000,000	45,000,000	45,000,000	Organise engagement meetings with Parliamentarian	60,000,000	45,000,000	60,000,000	210,000,000	
					40,000,000	85,000,000	40,000,000		110,000,000	85,000,000	110,000,000	360,000,000	
					160,000,000	210,000,000	18,000,000		260,000,000	210,000,000	260,000,000	858,000,000	

Strategic Objective 4: Create awareness on equal opportunities and affirmative action for promotion of inclusiveness.

Outcome 4.1: Effective Participation of the marginalised in decision making processes strengthened

Increase public awareness and understanding of equal opportunities, affirmative action, civic duties and responsibilities of a citizen with a focus on inclusion	Assorted public awareness mechanisms on equal opportunities and inclusion implemented	A booklet / guide on equal opportunities and inclusion produced	Booklet/guide produced	Develop a booklet/guide on equal opportunities and inclusion and citizen roles and responsibilities	10,000,000	20,000,000	-	-	-	30,000,000
	Assorted IEC materials produced and disseminated	Assorted IEC materials produced and disseminated	Number and category of IEC materials produced and disseminated	Produce and disseminate assorted IEC materials	120,000,000	120,000,000	140,000,000	160,000,000	160,000,000	680,000,000
	Media programmes (radio, TV, and print media) on equal opportunities, affirmative action and inclusion conducted	Media programmes (radio, TV, and print media) on equal opportunities, affirmative action and inclusion conducted	Number and nature of media programmes conducted	Conduct media programmes (radio, TV, and print media) on equal opportunities, affirmative action and inclusion	130,000,000	130,000,000	180,000,000	210,000,000	180,000,000	830,000,000
			Approximate number of people reached	Conduct public dialogues especially targeting special interest groups	250,000,000	300,000,000	430,000,000	480,000,000	430,000,000	1,840,000,000
			Number of dialogues held and participants reached							
Continuous roll out of stakeholder sensitization, awareness raising	60 stakeholder sensitisation and awareness engagements held with LGs, CSOs and private sector in 5 years	Increased stakeholder understanding of and participation in mainstreaming equal opportunities	Level of increase in understanding and participation	Conduct sensitisation meetings with DLGs, CSOs and private sector	180,000,000	230,000,000	280,000,000	380,000,000	330,000,000	1,400,000,000
	Capacity of LG technical staff and political leaders to mainstream equal	Capacity of LG technical staff and political leaders to mainstream equal	Level of mainstreaming of equal opportunities by LGs, CSOs and private sector							

Improve staff motivation and commitment	Increased Staff retention capacity of EOC	Sustained staff motivation and retention	Level of staff performance	Staff motivational allowances	120,000,000	120,000,000	240,000,000	240,000,000	240,000,000	960,000,000
			Nature of staff capacity development measures implemented	Conduct staff induction and orientation						
			Level of staff retention for the Commission	Conduct staff refresher and reorientation trainings	210,000,000	260,000,000	310,000,000	360,000,000	410,000,000	1,550,000,000
				Support staff career development	75,000,000	85,000,000	85,000,000	85,000,000	90,000,000	420,000,000
				Support recreational activities for physical development	70,000,000	120,000,000	12,000,000	140,000,000	140,000,000	482,000,000
				Conduct teambuilding retreats		80,000,000	85,000,000	90,000,000	90,000,000	430,000,000
Strengthen and improve innovations in systems, controls and procedures	Availability of institutional policies, systems and procedures	A strong policy and implementation framework in place and operational	Number of policies, systems and procedures developed, approved and operationalised	Develop service delivery and administrative policies, systems and strategies	80,000,000	80,000,000	80,000,000	85,000,000	85,000,000	410,000,000
		Streamlined and effective service delivery and administrative systems and procedures				75,000,000	75,000,000	60,000,000	45,000,000	315,000,000
Strengthen financial base of EOC	Strong and sustainable funding for EOC	EOC is adequately resourced to implement its mandate	Level of financing of EOC budget	Develop and implement EOC Resource Mobilisation Strategy						
			Nature of resource mobilisation activities undertaken	Diversify funding sources	40,000,000	60,000,000	80,000,000	80,000,000	90,000,000	350,000,000
				Undertake robust resource mobilisation engagements						
					10,000,000	10,000,000	15,000,000	15,000,000	20,000,000	70,000,000

Strengthen performance management at EOC	Performance based management enhanced	Performance based management promoted at the EOC	Level of efficiency of the Commission	Develop and market funding proposals for bankable projects	10,000,000	10,000,000	30,000,000	30,000,000	40,000,000	120,000,000
			Nature of performance based initiatives implemented	Conduct annual programme performance reviews	80,000,000	80,000,000	85,000,000	85,000,000	95,000,000	425,000,000
Strengthen coherence and effectiveness of planning, budgeting and priority processes at EOC	Quarterly and annual planning and budgeting done	Culture and practice of coordinated and shared planning entrenched and sustained	Number of planning sessions	Conduct quarterly planning and budgeting sessions						
			Level of participation by staff and Members in planning processes of the EOC	Conduct Mid-term Evaluation of the Strategic Development Plan	40,000,000	40,000,000	48,000,000	48,000,000	55,000,000	231,000,000
				Conduct End-term evaluation of the Plan						
Strengthen Monitoring and Evaluation	Quarterly monitoring done	M&E done on quarterly basis	Number of M&E exercises undertaken	Conduct quarterly M&E exercises	120,000,000	135,000,000	135,000,000	160,000,000	160,000,000	710,000,000
		Effective progress tracking and continuous improvement of EOC programmes	Number of M&E Findings and Lessons shared for continuous learning and improvement	Produce, share and disseminate M&E reports						
Strengthen institutional and staff accountability	Prudent financial and programme management	EOC Accountability strengthened		Undertake regular internal financial audits	20,000,000	20,000,000	25,000,000	25,000,000	30,000,000	120,000,000
				Train staff in ethics, and integrity based performance						
				Implement anticorruption measures						

							4,555,000,000	5,076,000,000	6,513,000,000	7,078,000,000	7,927,000,000	31,149,000,000
							1,737,345,200	1,930,383,555	2,123,421,911	2,335,764,102	2,569,340,512	10,696,255,280
							6,292,345,200	7,006,383,555	8,636,421,911	9,413,764,102	10,496,340,512	41,845,255,280
							2,517,150,992	2,966,807,972	2,966,807,972	3,115,148,371	3,270,905,789	14,836,821,096
							8,809,496,192	9,973,191,527	11,603,229,883	12,528,912,473	13,767,246,301	56,682,076,376

ANNEX 2: IMPLEMENTATION PLAN

STRATEGIES	Key Performance Targets	Outputs	Indicators	Activities	2015/16	2016/17	2017/18	2018/19	2019/20
Strategic Objective 1: Identify and advocate for affirmative action to address imbalance and special needs of the discriminated and marginalised persons and groups.									
Outcome: Equitable and all inclusive social services promoted									
Monitor compliance to equal opportunities and inclusivity standards in social service sectors	25 monitoring exercises in 5 years	Guidelines for monitoring standards developed	No. Of monitoring exercises done	Conduct compliance monitoring in selected social service sectors	5	5	5	5	5
		Compliance to education standards monitored and disseminated	# of monitoring reports produced and disseminated	Conduct dissemination meetings	1	1	1	1	1
		Compliance reports produced and disseminated		Produce and share compliance monitoring reports	750	750	750	750	750
Compliance audits to assess appropriate physical accessibility in social service sectors.	20 compliance audits in 5 years	Physical accessibility standards reviewed	Number of compliance audits undertaken	Conduct compliance audits	4	4	4	4	4
		Guidelines for auditing developed and used	Number of social service sectors covered	Produce and disseminate compliance audit reports	750	750	750	750	750
		Audit reports produced and shared	Level of implementation of recommendations	Conduct feedback meetings on audit findings	1	1	1	1	1
		Compliance to improved standards monitored	# of compliance monitoring exercises	Conduct monitoring	4	4	4	4	4
Monitor and evaluate implementation of inclusive education policy in teacher training colleges	10 monitoring exercises undertaken in 5 years	Inclusive education policy in teacher training colleges reviewed	Existence of reviewed policy	Organise policy review meetings	1	-	1	-	-
		Implementation of inclusive education policy monitored	Level of implementation of inclusive education policy standards	Undertake monitoring exercises	2	2	2	2	2
		Reports on compliance to inclusive education standards produced and shared	Number of reports produced	Produce and disseminate monitoring reports	400	400	400	400	400
Standardised Guidelines (Gender & Equity Compacts) for mainstreaming equal opportunities in 16 Sectors	10 G&E Compacts developed/reviewed in 5 years	Guidelines and policies for mainstreaming equal opportunities developed	Number of guidelines developed	Undertake basic research	-	2	4	5	5

STRATEGIES	Key Performance Targets	Outputs	Indicators	Activities	2015/16	2016/17	2017/18	2018/19	2019/20
				Organise meetings	-	2	4	5	5
				Produce and disseminate G&E Compacts	-	400	800	1000	1000
Strengthen inclusive planning, budgeting and programming	Budget Framework Papers (BFPs) and Ministerial Policy Statements of MDAs assessed annually for compliance and responsiveness to Equal Opportunities, Gender & Equity	Budget Framework Papers (BFPs) for MDAs assessed to ascertain responsiveness to Gender and Equity and Equal Opportunities	Number of MDAs BFPs assessed (Sector based)	Undertake Assessment of Budget Framework Papers for MDAs to ascertain Gender and Equity Compliance	16	16	16	16	16
		MDAs Ministerial Policy Statements assessed to ascertain responsiveness to Gender and Equity and Equal Opportunities	Number of MDA MPs assessed (Vote based)	Undertake Assessment of Votes' Ministerial Policy Statements for MDAs to ascertain Gender and Equity Compliance	151	151	158	158	158
			Reports of assessment	Produce reports	2	2	2	2	2
Periodic audit of Systems, Practices and programmes in selected public and private enterprises	10 audits in 5 years	Periodic audit of selected public and private enterprises carried out	Number of audits done	Undertake audit exercises on Systems, Practices and Programmes					
		Compliance to equal opportunities in public and private enterprises monitored	(i) Number of Agencies and enterprises covered (ii) Number of recommendations and nature of action taken	Conduct compliance monitoring	4	4	6	6	6
					2	2	2	2	2
Strategic Objective 2: Enhance observance of equitable and social justice for all particularly the discriminated and marginalised persons and groups.									
Outcome: Access to equitable economic and social justice for marginalised groups enhanced									
Strengthen complaints management processes	Automated complaints management system developed and reviewed annually	Complaints handling system reviewed and strengthened	Existence of automated complaints handling system	Automate Complaints System	-	-	-	1	-
		Complaints received and registered	Receive and register complaints	Receive and assess complaints	200	200	250	300	300
		Complaint system automated and optimally utilised	Level of use of the complaint system	Undertake complaints investigations	160	160	200	240	240
				Provide feedback on complaints					
Strengthen legal support and complaint mechanisms	Varied responsive mechanisms for the marginalised and discriminated implemented	ADR mechanisms for complaint resolution taken	# of complaints resolved through ADR mechanisms	Conduct ADR sessions	140	140	160	160	220

STRATEGIES	Key Performance Targets	Outputs	Indicators	Activities	2015/16	2016/17	2017/18	2018/19	2019/20
Monitor and promote safe and dignified relocation of citizens displaced by land gazetted, development-induced projects and natural or manmade disasters	Standardised guidelines and strengthened monitoring for safe and dignified people displacement and relocation	Strengthened guidelines and monitoring for safe and dignified relocation of citizens	Number of Tribunal hearings The extent and nature of displacement of citizens due to land gazetted natural or manmade disasters established	Conduct EOC Tribunal sessions Undertake research on development-induced projects and people displacement	8	8	8	8	8
Promote citizens' right to protection from effects of environmental pollution and congestion	Strengthened protection of the vulnerable to adverse development related environmental effects	Development related environmental protection for the vulnerable strengthened Public spaces in urban and rural areas protected	Level of compliance to environmental standards by industries	Undertake monitoring of people displacement and/or relocation Develop guidelines for protection of the vulnerable from environmental adversaries	1	1	1	1	1
Capacity building of MDAs, LGs, CSOs and Private Sector on Gender, Equity & inclusivity compliance	20 MDAs and 40 DLGs and 20 non-state actors covered in 5 year	Gender and equity responsive MDAs and LGs	Number of MDAs and LGs trained	Monitor industrial development for protection of the vulnerable Conduct Tailor-made training for Parliaments and DLGs	-	20	20	20	20
				Develop Gender & Equity Assessment Tools for CSOs, Cultural Institutions, Religious & FBOs, & Private Sector	-	-	-	1	-
Strategic Objective 3: Ensure compliance with the national, regional and international provisions for the promotion of equal opportunities for all.									
Outcome 3.1: Enhanced understanding and compliance with national, regional and international provisions for the promotion of equal opportunities for all.									
Review and assessment of bills, laws and policies to ensure compliance with equal opportunities	13 laws and 13 policies reviewed	Laws and policies compliant with Equal Opportunities and inclusivity standards	Number of laws and policies reviewed	Conduct review of laws and policies	2	6	6	6	6
Dissemination of National, Regional and International Legal and Policy Framework for Equal Opportunities	Increased understanding of national, regional and international legal and policy framework for equal opportunities	Legal and policy frameworks simplified and disseminated Abridged versions of the laws produced	Number of proposed amendments Number of laws and policies simplified and disseminated Number of laws simplified	Produce and disseminate review reports Develop and disseminate a compendium of National laws and International instruments related to Equal Opportunities Simplify national, regional and international legal and policy framework	50	50	50	50	50
					-	-	-	1	-
					-	-	2	3	4

STRATEGIES	Key Performance Targets	Outputs	Indicators	Activities	2015/16	2016/17	2017/18	2018/19	2019/20
Analysis of Regional and International Instruments on Equal Opportunities	Regional and International Instruments on Equal Opportunities analysed and issues compiled	Eased access and understanding of Regional Instruments on Equal Opportunities	Number of Regional and International Instrument analysed	Conduct desk review and analysis of regional and international instruments	1	-	1	-	-
Advocate for increased compliance with national, regional and international provisions for the promotion of equal opportunities for all	Strengthened compliance with national, regional and international provisions for the promotion of equal opportunities for all	Increased compliance with national, regional and international provisions for the promotion of equal opportunities for all	Report on issues and checklist from Regional and International Instruments Level of compliance with national, regional and international provisions for the promotion of equal opportunities for all	Produce and disseminate Analysis Report Conduct review, compliance and domestication meetings on national, regional and international provisions for the promotion of equal opportunities for all	1		1		
				Organise engagement meetings with Parliamentarians	-	-	1	1	1
Strategic Objective 4: Create awareness on equal opportunities and affirmative action for promotion of inclusiveness.									
Outcome 4.1: Effective Participation of the marginalised in decision making processes strengthened									
Increase public awareness and understanding of equal opportunities, affirmative action, civic duties and responsibilities of a citizen with a focus on inclusion	Assorted public awareness mechanisms on equal opportunities and inclusion implemented	A booklet/guide on equal opportunities and inclusion produced	Booklet/guide produced	Develop a booklet/guide on equal opportunities and inclusion and citizen roles and responsibilities	1000	1000	2000	3000	4000
		Assorted 35 IEC materials produced and disseminated	Number and category of IEC materials produced and disseminated	Produce and disseminate assorted IEC materials	6000	7000	8000	8000	9000
		Media programmes (radio, TV, and print media) on equal opportunities, affirmative action and inclusion conducted	Number and nature of media programmes conducted	Conduct media programmes (radio, TV, and print media) on equal opportunities, affirmative action and inclusion	24	24	30	40	40
			Approximate number of people reached	Conduct public dialogues especially targeting special interest groups	8	8	8	8	8
Continuous roll out of stakeholder sensitization, awareness raising	60 stakeholder sensitisation and awareness engagements held with LGs, CSOs and private sector in 5 years	Increased stakeholder understanding of and participation in mainstreaming equal opportunities	Level of increase in understanding and participation	Conduct sensitisation meetings with DLGs, CSOs and private sector	4	4	4	4	4

STRATEGIES	Key Performance Targets	Outputs	Indicators	Activities	2015/16	2016/17	2017/18	2018/19	2019/20
Produce and disseminate the Annual Report on the State of Equal Opportunities in Uganda	5 Annual reports on the State of Equal Opportunities in Uganda produced in 5 years	Annual reports on the State of Equal Opportunities in Uganda produced	Reports produced	Data collection, analysis and draft report	1	1	1	1	1
				Organise meeting validation	1	1	1	1	1
				Produce Annual reports on the State of Equal Opportunities in Uganda produced	200	200	200	200	200
				Dissemination workshops	1	1	1	1	1
Increase publicity and visibility of the EOC and its mandate	Assorted visibility actions implemented	Increased visibility, positive identity and image of the EOC	Nature of visibility actions undertaken	Commemorate National, Regional and International Equal Opportunities and Human Rights Days	7	7	10	10	10
				Carryout media trainings	1	1	1	1	1
				Hold Review meetings with donors	1	1	1	1	1
Strategic Objective 5: Strengthen the capacity of the EOC for effective and efficient service delivery.									
Outcomes 5.1: The capacity of the Equal Opportunities Commission to implement its mandate strengthened.									
Strengthen the EOC and administrative structure	EOC institutional and administrative structure is fully operational	Human resources able to deliver on EOC Mandate in place	Adequacy of EOC structure	Review and rationalise EOC organisational structure	0	1	-	-	-
			Level of staffing of EOC against established staff structure	Recruit technical and support staff	1	1	1	1	1
				Periodic review of staffing needs	1	1	1	1	1
Strengthen capacity of Commission Members to drive EOC mandate	Assorted capacity development measures for Commission Members developed and implemented	Commission Members able to drive EOC mandate	Nature of capacity development actions for Commission Members	Conduct trainings for Commission Members	1	1	-	-	-
				Support benchmarking excursions for Commission members	1	1	1	1	1
				Conduct Commission Meetings	12	12	12	12	12
Strengthen staff capacity and career development	Increased Staff retention capacity of EOC	Enhanced technical competence of staff	Number of trainings conducted	Conduct staff induction and orientation	1	1	1	1	1
			Level of staff performance	Conduct staff refresher and reorientation trainings	-	-	-	-	-

STRATEGIES	Key Performance Targets	Outputs	Indicators	Activities	2015/16	2016/17	2017/18	2018/19	2019/20
Improve staff motivation and commitment	Increased Staff retention capacity of EOC	Sustained staff motivation and retention	Nature of staff capacity development measures implemented	Support recreational activities for physical development	-	-	-	1	1
				Conduct teambuilding retreats	1	1	1	1	1
Strengthen financial base of EOC	Strong and sustainable funding for EOC	EOC is adequately resourced to implement its mandate	Level of financing of EOC budget	Develop and implement EOC Resource Mobilisation Strategy	-	-	1	-	-
				Undertake robust resource mobilisation engagements	1	1	1	1	1
Strengthen performance management at EOC	Performance based management enhanced	Performance based management promoted at the EOC	Level of efficiency of the Commission	Conduct programme performance reviews	1	1	1	1	1
Strengthen coherence and effectiveness of planning, budgeting and priority processes at EOC	Quarterly and annual planning and budgeting done	Culture and practice of coordinated and shared planning entrenched and sustained	Level of participation by staff and Members in planning processes of the EOC	Conduct Mid-term Evaluation of the Strategic Development Plan	-	-	1	-	-
				Conduct End-term evaluation of the Plan	-	-	-	-	1
Strengthen Monitoring and Evaluation	Quarterly monitoring done	M&E done on quarterly basis	Number of M&E exercises undertaken	Conduct quarterly M&E exercises	4	4	4	4	4
		Effective progress tracking and continuous improvement of EOC programmes	Number of M&E Findings and Lessons shared for continuous learning and improvement	Produce, share and disseminate M&E reports	-	-	1	-	1
Strengthen institutional and staff accountability	Prudent financial and programme management	EOC Accountability strengthened		Train staff in ethics, and integrity based performance	-	-	-	1	1
				Implement anticorruption measures	-	-	-	-	-

ANNEX 3: MONITORING AND EVALUATION PLAN

Intervention Logic	Objectively Verifiable Indicators	Indicator Definition	Unit of Measurement	Data Sources	Data Collection Methods	Freq. Of data Collection	Resp. Person / Office
Strategic Objective 1: Identify and advocate for affirmative action to address imbalance and special needs of the discriminated and marginalised persons and groups.							
Outcome: Equitable and all-inclusive social services promoted.							
Monitor compliance to equal opportunities and inclusivity standards in social service sectors	No. of Government Programmes audited	This refers to the number of Government programmes audited on compliance to Equal Opportunities	Number	(v) Public, (vi) MDAs	(i) Field visits (ii) Documentaries (iii) Reports (iv) Documentary reviews	Quarterly	RM&E
Compliance audits to assess appropriate physical accessibility in social service sectors.	Number of compliance audits on for physical accessibility undertaken	Refers to number of audits of Government and Non Government agencies for compliance on physical accessibility	Number	(i) Reports (ii) Public (iii) Physical infrastructure	(i) Field visits (ii) Surveys (iii) Observation (iv) Documentary reviews	Annually	RM&E
Guidelines for auditing physical accessibility developed and used	Number of Guidelines developed and used	Refers to number of Guidelines	Number	(i) Copies of Guidelines	(i) Field visits (ii) Documentary reviews	Annually	RM&E
Audit reports produced and shared	(i) Number of reports (ii) Evidence of report sharing	Refers to physical report produced and shared hard copy or online.	(i) Number of reports (ii) Uploads on website (iii) Email based dissemination	(i) Hard copy reports (ii) Online soft copies	(i) Field visits (ii) Documentary reviews (iii) Website (iv) Emails	Quarterly	(i) Commissioner, RM&E, (ii) Secretary, EOC
Monitor and evaluate implementation of inclusive education policy in teacher training colleges	Reviewed Inclusive education policy in teacher training colleges	Existence of Reviewed Policy	Existence of reviewed policy	Hard or soft copy of Reviewed Policy	(i) Visits to MOES (ii) Documentary review	Annually	RM&E
Monitor implementation of inclusive education policy monitored	Number of monitoring exercises undertaken	Refers to number of monitoring exercises on implementation of Inclusive Policy	Number	(i) Monitoring reports (ii) MOES reports (iii) Respondent feedback	(i) Field visits (ii) Documentary reviews	Annually	RME

Intervention Logic	Objectively Verifiable Indicators	Indicator Definition	Unit of Measurement	Data Sources	Data Collection Methods	Freq. Of data Collection	Resp. Person / Office
Develop Standardised Guidelines (Gender & Equity Compacts) for mainstreaming equal opportunities in 16 Sectors	Number of G&E Compacts developed/reviewed	Refers to number of G&E Compacts developed	Number	(i) EOC reports (ii) Copies of G&E Compacts	(i) Documentary evidence (ii) Copies of G&E Compacts	Annually	RM&E
Strengthen inclusive planning, budgeting and programming	Number of MDAs BFPs Assessed for G&E responsiveness	Refers to number of MDAs whose BFPs have been assessed	Number	(i) BFPs Assessment reports (ii) Periodic performance reports	(i) Documentary review	Annually	RM&E
Assessment of Ministerial Policy Statements (MPSs) for MDAs	Number of MPSs assessed	Refers to number of MDAs whose MPSs have been assessed for G&E responsiveness	Number	(i) MPSs Assessment reports	(i) Documentary review	Annually	RM&E
Periodic audit of Systems, Practices and programmes in selected public and private enterprises	Number of audits done	Refers to number of public entities and private agencies audited for compliance with equal opportunities	Number	(i) Audit reports	Documentary reviews	Quarterly	RM&E

Strategic Objective 2: Enhance observance of equitable and social justice for all particularly the discriminated and marginalised persons and groups.

Outcome: Access to equitable economic and social justice for marginalised groups enhanced.

Strengthen complaints management processes	Existence of automated complaints system	Refers to online user capabilities of the EOC complaints management system for receipt, processing and feedback stages of complaints handling cycle	Existence of reviewed and automated Complaints handling system	(i) Service Provider Procurement process reports (ii) Activity and performance reports (iii) Complaints management related reports	(i) Documentary reviews (ii) Observation of automated complaints system	Quarterly	RM&E Compliance Unit LS&I
Strengthen legal and support complaint redress mechanisms	Number of complaints resolved through ADR mechanisms	Refers to number of complaints resolved through non Tribunal hearings or litigations	Number	(i) Reports related to complaints handling and resolution	(i) Documentary review (ii) Interviews with staff	Quarterly	LS&I
Conduct Tribunal hearings to resolve complaints, redress imbalances and	Number of tribunal hearings held and complaints handled through hearings	Refers to number of tribunal hearings held and number of complaints handled	Number	(i) Tribunal hearing reports (ii) Institutional performance reports	(i) Documentary reviews (ii) Staff interviews	Quarterly	Statutory LS&I

Intervention Logic	Objectively Verifiable Indicators	Indicator Definition	Unit of Measurement	Data Sources	Data Collection Methods	Freq. Of data Collection	Resp. Person / Office
enhance social justice		at respective hearings					
Monitor and promote safe and dignified relocation of citizens displaced by land gazetting, development-induced projects and natural or manmade disasters	Standardised Guidelines for monitoring safe and dignified displacement and relocation developed	Refers to level of finalisation of the Guidelines and existence of draft or final Guidelines on monitoring development-induced displacement	Existence of draft or final Guidelines	(i) Progress or final reports on development of Guidelines	(i) documentary review	Annual	RM&E
Undertake monitoring of people displacement and/or relocation	Number of monitoring exercises done for safe and dignified development-induced people displacement	Refers to number of monitoring by EOC of development-induced displacement to ensure protection of marginalised and vulnerable individuals or groups	Number	(i) Reports of developers (ii) Reports of relevant MDAs	(i) Field visits (ii) Documentary review	Quarterly	RM&E
Strengthen protection of the vulnerable from environmental adversaries	Number of environment monitoring exercises conducted	Refers to number of monitoring exercises done	Number	(i) Monitoring reports (ii) Reports of relevant MDAs	(i) Field visits (ii) Documentary review (iii) Public (iv) Stakeholder interviews	Bi annual	RM&E
Capacity building of MDAs, LGs, CSOs and Private Sector agencies on Gender, Equity & inclusivity compliance	Number of MDAs and LGs, CSOs and Private Sector agencies trained and 20 non-state actors covered in 5 year	Refers to number and category of agencies by the EOC on gender, equity and inclusivity	Number	(i) Training reports (ii) Feedback of persons / institutions	(i) Documentary review (ii) Field visits (iii) Respondents' feedback	Annual	RM&E
Develop Gender & Equity Assessment Tools for CSOs, Cultural Institutions, Religious & FBOs, & Private Sector	Assessment tools developed for monitoring and assessment of CSOs, RFBOs, Cultural & Private sector institutions	Number and category of assessment tools developed	Number Category	(i) Copies of assessment tools (ii) Categories of tools (iii) Reports	(i) Documentary review (ii) Interviews	Annually	RM&E CM&R

Strategic Objective 3: Ensure compliance with the national, regional and international provisions for the promotion of equal opportunities for all

Intervention Logic	Objectively Verifiable Indicators	Indicator Definition	Unit of Measurement	Data Sources	Data Collection Methods	Freq. Of data Collection	Resp. Person / Office
Outcome: Enhanced understanding and compliance with national, regional and international provisions for the promotion of equal opportunities for all							
Review and assessment of bills, laws and policies to ensure compliance with equal opportunities	Number of laws and policies reviewed	Refers to laws and policies reviewed for compliance with equal opportunities	Number	Copies of reviewed laws and policies	Documentary review	Annually	LS&I
Dissemination of National, Regional and International Legal and Policy Framework for Equal Opportunities	Number of laws and policies simplified and disseminated	Refers to number of laws and policies simplified and disseminated	Number	(i) Copies of abridged versions of laws or policies (ii)Dissemination schedules (iii) Performance reports	(i)Documentary review	Annually	LS&I
Analysis of Regional and International Instruments on Equal Opportunities	Number of Regional and International Instrument analysed and issues identified	Refers to number of regional and international instruments analysed by EOC in respect to equal opportunities	Number	Copies of analysed instruments	(i) Documentary review	Annually	LS&I
Advocate for increased compliance with national, regional and international provisions for the promotion of equal opportunities for all	Level of compliance with national, regional and international provisions for the promotion of equal opportunities for all	Refers to percentage or analysis based rating of compliance of regional and international instruments with standard parameters for equal opportunities	%age rating	(i) Copies of instruments analysed (ii) Analysis reports	(i) Documentary review	Annually	LS&I
Organise engagement meetings with Parliamentarians	Number of engagements with Parliamentarians	Number of meetings, forums or workshops specifically targeting Parliamentarians for the promotion of Equal Opportunities	Number	(i) Meeting reports (ii) Performance reports	(i) Document review (ii) Interviews	Annually	ETIC

Strategic Objective 4: Create awareness on equal opportunities and affirmative action for promotion of inclusiveness.

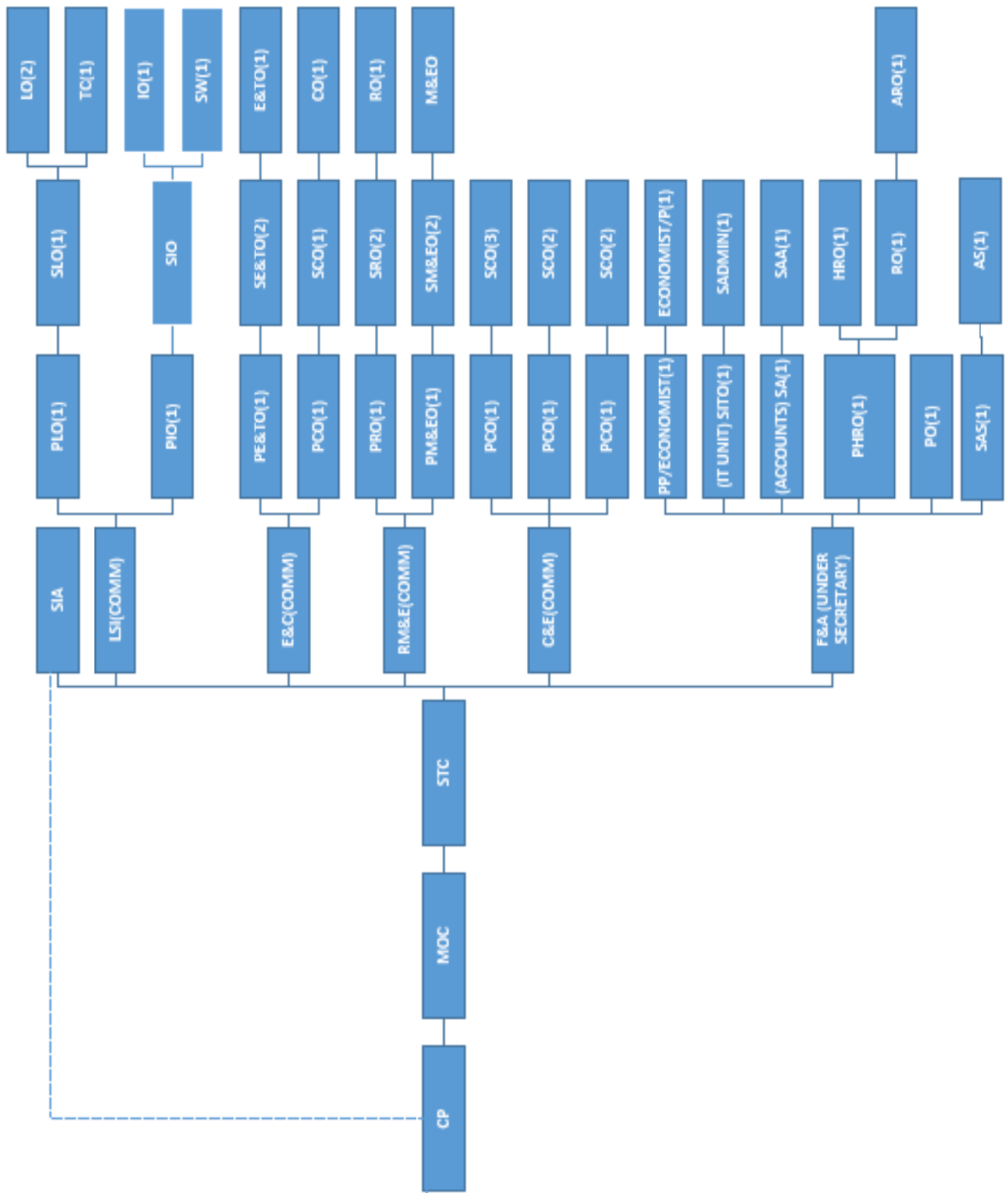
Intervention Logic	Objectively Verifiable Indicators	Indicator Definition	Unit of Measurement	Data Sources	Data Collection Methods	Freq. Of data Collection	Resp. Person / Office
Outcome: Effective Participation of the marginalised in decision making processes strengthened.							
Increase awareness and understanding of equal opportunities, affirmative action, civic duties and responsibilities of a citizen with a focus on inclusion	Assorted public awareness mechanisms on equal opportunities and inclusion implemented	Refers to nature, category and quantities of materials for the promotion of awareness	(i) Category (ii) Numbers (quantities)	(i) Procurement process documents (ii) Dissemination lists (iii) Performance reports	Documentary review	Quarterly	ETIC
Produce and disseminate assorted IEC materials	Number and category of IEC materials produced and disseminated	Number (quantities) and nature of IEC materials produced and disseminated	Number	(i) IEC procurement process reports (ii) Performance reports (iii) Samples of IEC materials (iv) Dissemination schedules	Document review	Quarterly	ETIC
Conduct media programmes (radio, TV, and print media) on equal opportunities, affirmative action and inclusion	Number and nature of media programmes conducted	Number and classification of media programmes conducted	Number Category	(i) Media projects (ii) Activity and performance reports (iii) Recordings of media activities	(i) Document review (ii) Interviews	Quarterly	ETIC
Conduct public dialogues especially targeting special interest groups	Number of dialogues conducted	Number of dialogues and nature of target audience	Number of dialogues Number & category of people reached	(i) Reports of dialogues conducted (ii) Performance reports (iii) Participants' feedback	Document review Interviews	Quarterly	ETIC
Continuous roll out of stakeholder sensitization, awareness raising	Number of stakeholder sensitisation and awareness engagements held with LGs, CSOs and private sector in 5 years	Number of sensitizations, category of stakeholders engaged	Number of dialogues; Number of	(i) Reports of stakeholder engagements (ii) Category of	Document review	Quarterly	ETIC
Produce and disseminate the Annual Report on the State of Equal Opportunities in Uganda	Annual reports on the State of Equal Opportunities in Uganda produced	Number	Reports are produced annually by statutory requirement	(i) Physical copies of the annual reports	Document review	Annually	RM&E

Intervention Logic	Objectively Verifiable Indicators	Indicator Definition	Unit of Measurement	Data Sources	Data Collection Methods	Freq. Of data Collection	Resp. Person / Office
Increase publicity and visibility of the EOC and its mandate	Assorted visibility actions implemented	Nature of visibility actions undertaken	Number Category of visibility activities	(i) Activity reports (ii) Performance reports	Document review Stakeholder	Quarterly	ETIC
Commemorate National, Regional and International Equal Opportunities and Human Rights Days	Number and category of Equal Opportunities-linked Human Rights Days commemorated	Refers to number and nature of rights Days commemorated, whether organised by the EOC or in partnership with other actors	Number of Rights Days Category of Days commemorated	Commemoration reports Performance reports	Document review	Quarterly	F&A
Carryout media trainings	Number of media trainings conducted Number of media practitioners trained	Number of media practitioners trained, number ad category of media houses represented and number of trainings conducted	Number Category	(i) Training reports (ii) Activity reports (iii) Performance reports	Documentary review	Annually	ETIC
Hold Review meetings with donors	Number of meetings held with donors	Number of meetings with donor partners focused on promoting equal opportunities and related issues	Number	(i) Meeting reports / minutes (ii) Performance reports	Documentary review	Annually	F&A
Strategic Objective 5: Strengthen the capacity of the EOC for effective and efficient service delivery							
Outcomes: The capacity of the Equal Opportunities Commission to implement its mandate strengthened.							
Strengthen the EOC institutional and administrative structure	Adequacy of EOC structure; level of staffing against established structure Review and rationalise EOC organisational structure	Refers to number or percentage of staff in position against total number of staff in approved structure; and analysed adequacy of or inadequacy of staff structure to implement institutional mandate even if staff structure was fully filled.	Number and/or percentage; Level of adequacy of institutional staff structure	(i) Performance reports (ii) Interviews	(i) Documentary reviews (ii) Interviews	Annually	F&A

Intervention Logic	Objectively Verifiable Indicators	Indicator Definition	Unit of Measurement	Data Sources	Data Collection Methods	Freq. Of data Collection	Resp. Person / Office
Recruit technical and support staff	Level of staffing of EOC against established staff structure; Number of staff recruited per planned recruitment cycle	Refers to number and/or percentage of staff in position against established structure	Number and/or percentage	(i) Performance reports (ii) Staff Recruitment Plan (iii) Recruitment reports	Documentary review	Annually	F&A
Periodic review of staffing needs	Number of reviews of staffing needs	Refers to number and frequency of review of EOC's staffing needs to drive a continuously growing organisation	Number Frequency	(i) Staffing needs assessment reports (ii) Performance reports	Documentary reviews Interviews	Annually	F&A
Strengthen capacity of Members of the Commission to drive EOC mandate	Category of capacity development actions for Members of the Commission	Refers to category of assorted capacity development measures for Members of the Commission implemented	Category Number	(i) Training reports (ii) Performance reports	Documentary reviews	Annually	F&A
Strengthen staff capacity and career development	Number and category of trainings conducted	Refers to numbers of staff trainings to enhance efficiency of staff	Number Category	(i) Training reports (ii) Performance reports	Documentary reviews	Annually	F&A
Support recreational activities for physical development	Number of staff welfare programmes to enhance staff retention capacity of EOC	Refers to number and nature of both monetary and non monetary for enhancement of staff welfare and improved staff retention capacity	Number Nature/category	(i) Performance Reports (ii) Staff performance appraisal reports	Documentary reviews	Annually	F&A
Conduct teambuilding retreats	Number of retreats organised	Refers to number of retreats	Number	(i) Reports of retreats (ii) Performance reports	Documentary reviews	Annually	F&A
Strengthen financial base of EOC	Level of financing of EOC budget	Refers to percentage measure of level of funding of EOC annual budget; and progress against SDP budget as well as analysed level of sustainability of funding the SDP.	Percentage	(i) Performance reports (ii) Interviews	Documentary reviews Staff interviews	Annually	F&A

Intervention Logic	Objectively Verifiable Indicators	Indicator Definition	Unit of Measurement	Data Sources	Data Collection Methods	Freq. Of data Collection	Resp. Person / Office
Undertake robust resource mobilisation engagements	Nature of resource mobilisation undertakings	Number and Category of resource mobilisation activities	Number Category	(i) Activity reports (ii) Performance reports	Documentary reviews Interviews	Annually	F&A
Strengthen performance management at EOC	Level of efficiency of the Commission	Refers to analysed percentage of level of performance efficiency of EOC	Percentage	(i) Performance assessment reports	Documentary reviews	Annually	F&A
Strengthen coherence and effectiveness of planning, budgeting and priority processes at EOC	Level of participation by staff and Members in planning processes of the EOC	Refers to evidence of participatory and quarterly annual planning and budgeting for the Commission	Confirmation of participation by Members of Commission and staff	(i) Reports of Planning meetings (ii) Performance reports	Documentary reviews Interviews	Quarterly Annually	
Conduct Mid-term Evaluation of the Strategic Development Plan	Mid-term evaluation of implementation of SDP	Evidence of having conducted mid-term evaluation of the SDP	Report of mid-term evaluation	Report of mid-term evaluation	Documentary review	Third year	F&A
Strengthen Monitoring and Evaluation	Number of M&E exercises undertaken	Number and routine of M&E exercises	Number	M&E reports	Documentary reviews	Quarterly	RM&E
Produce, share and disseminate M&E reports	Number of M&E reports shared	Evidence of internal sharing of M&E reports for shared learning and continuous improvement	Number Evidence of internal sharing the M&E reports	(i) Acknowledgment of receipt (ii) Confirmation by staff 7 Members of the Commission	Documentary reviews Interviews	Quarterly	RM&E
Strengthen institutional and staff accountability	Number and category of financial management and accountability measures implemented	Refers to nature of mechanisms implemented to enhance accountable management of EOC resources	Category	(i) Internal and external audit reports (ii) Performance reports	Documentary reviews Interviews	Quarterly	
Implement anticorruption measures	Nature of anticorruption measures implemented	Refers to nature of programmes or strategies for anticorruption implemented by EOC	Category Number	(i) Management accountability reports (ii) Performance reports (iii) Audit	Documentary reviews	Quarterly	

APPROVED MACRO STRUCTURE FOR THE EQUAL OPPORTUNITIES COMMISSION



KEY FOR THE APPROVED STRUCTURE FOR EQUAL OPPORTUNITIES COMMISSION

CP: CHAIRPERSON	MOC: MEMBERS OF THE COMMISSION	STC: SECRETARY TO THE COMMISSION
SIA: SENIOR INTERNAL AUDITOR	COMM: COMMISSIONER	
DEPARTMENTS		
LSI: LEGAL SERVICES & INVESTIGATION	E&C: EDUCATION & COMMUNICATION	RM&E: RESEARCH, MONITORING & EVALUATION
C&E: COMPLIANCE & ENFORCEMENT	F&A: FINANCE AND ADMINISTRATION	
DEPARTMENT STRUCTURES		
<u>LEGAL SERVICES & INVESTIGATIONS</u>		
PLO: Principal Legal Officer	SLO: Senior Legal Officer	LO: Legal Officer TC: Tribunal Clerk
PIO: Principal Investigations Officer	SIO: Senior Investigations Officer	IO: Investigations Officer SW: Social Worker
<u>EDUCATION & COMMUNICATION</u>		
PE&TO: Principal Education & Training Officer	SE&TO: Senior Education & Training Officer	E&TO: Education & Training Officer
PCO: Principal Communication Officer	SCO: Senior Communication Officer	CO: Communication Officer
<u>RESEARCH, MONITORING & EVALUATION</u>		
PRO: Principal Research Officer	SRO: Senior Research Officer	RO: Research Officer
PM&EO: Principal Monitoring & Evaluation Officer	SM&EO: Senior Monitoring & Evaluation Officer	M&EO: Monitoring & Evaluation Officer
<u>COMPLIANCE & ENFORCEMENT</u>		
PCO (1): Principal Compliance Officer (MDAs)		SCO (3): Senior Compliance Officer
PCO (1): Principal Compliance Officer (NGO's, Social & Cultural Organizations)		SCO (2): Senior Compliance Officer
PCO (1): Principal Compliance Officer (Public and Private Business & Enterprises)		SCO (2): Senior Compliance Officer

FINANCE & ADMINISTRATION

Under Secretary

PP/Economist: Principal Planner /Economist (Policy and Planning)

Economist/P: Economic /Planner

(IT Unit) SITO: Senior IT Officer

SADMIN: Systems Administrator

(ACCOUNTS) SA: Accounts Senior Accountant

SAA: Senior Accounts Assistant

PHRO: Principal Human Resource Officer (Human Resource Management)

HRO: Human Resource Officer

RO: Records Officer

ARO: Assistant Records Officer

PO: Procurement Officer

SAS: Senior Assistant Secretary (Administration)

AS: Assistant Secretary

ANNEX V: GLOBAL SUSTAINABLE GOALS

SUSTAINABLE DEVELOPMENT GOALS

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote sustained inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

ANNEX VI: THE REVIEW TEAM OF EOC STRATEGIC PLAN 2015-2020

SN	NAME	TITTLE
1	Sylvia Muwebwa Ntambi	Chairperson
2	Dennis Nduhura	Vice chairperson
3	Zaminah Malole	Member
4	Cox Joel Ojuko	Member
5	Wafula Sirabo Patrobas	Member
6	Prof. Olwor Sunday Nicholas	Ag. Secretary
7	Mugisha James	Senior Planner/Economist
8	Manasseh Kwihangana	Senior Compliance Officer
9	Kisembo John Mary	Auditor
10	Sarah Nahalamba	NPA
11	Atebat Grace	Senior Accountant
12	Ntambi Baker	Com.Research Monitoring and Evaluation
13	Paul Ssenyonga	MoLGSD/Economist
14	Bob Kabagambe	Procurement Officer
15	Mugabe Moses	Senior M&E officer
16	Waira Juma	Senior Education and Training Officer
17	Evans Jjemba	Principal Compliance and Enforcement Officer
18	Odongo David	Personal Assistant
19	Twine Hope Rebecca	Senior Compliance Office
20	Atukunda Susan	Research officer
21	Judith Mutabazi	NPA
22	Bob Munene	MoFPED/ Senior Economist
23	Mabirizi Daniel	Senior Research Officer

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**Equal Opportunities Commission,
Plot 7, Lithuli Close, Bugolobi,
P.O.Box 27672, Kampala.**

Website: <http://www.eoc.go.ug>

Telephone: General line 0414223234

Toll Free line: 0800100440

Email: info@eoc.go.ug