



THE REPUBLIC OF UGANDA

**MINISTRY OF GENDER, LABOUR
AND SOCIAL DEVELOPMENT
STRATEGIC PLAN (MGLSDSP)**

VISION:

“A better standard of living, gender equality, equity and social cohesion”

THEME:

“Empowering communities for gender transformative inclusive growth,
social innovation and safety”

STRATEGIC PLAN

2025/26 -2029/30

November 2025

FOREWORD



AMONGI BETTY ONGOM, MP
MINISTER OF GENDER, LABOUR
AND SOCIAL DEVELOPMENT

The Ministry of Gender, Labour and Social Development Strategic Plan (MGLSDSP) is the second plan under the programme-based approach to planning that was adopted by the Government in the financial year 2020/21. The plan has been developed under the theme “Empowering communities through inclusive growth, social innovation and safety” which emphasizes gender equality, decent work, social protection, empowerment of communities for socio-economic development. It emphasizes empowerment and collaboration within communities while focusing on both personal and collective development. The MGLSDSP majorly contributes to two Programmes of the 4th National Development Plan (NDPIV) namely: Human Capital Development Programme and the Administration of Justice Programme.

Over the period preceding this Strategic Plan, Government registered tremendous milestones in delivering services to the

people in line with the NDPIII, SDGs, National Resistance Movement (NRM) manifesto and the 23 presidential directives. Significant progress was made in promoting gender equality, particularly in women representation in politics, which saw an increase, with female representatives in the 11th Parliament rising to 34%, up from 33.8% in the 10th Parliament. There have been significant strides in addressing labor and employment challenges through the implementation of various programs, including the Apprenticeship Program, the Green Jobs Programme, SENTE Programme and the Graduate Placement Programme. These initiatives have contributed to an employment-to-population ratio of 42.5%.

Over the period preceding this Strategic Plan, Government registered tremendous milestones in delivering services to the people in line with the NDPIII, SDGs, National Resistance Movement (NRM) manifesto and the 23 presidential directives.

Furthermore, approximately 301,712 elderly persons aged 80 and above have benefited from the Social Assistance Grants for Empowerment (SAGE). In FY2023/24, 70% of the population were aware of national programs, and 60% of

households were participating in savings schemes which is an impressive increase from just 15.8% in FY 2021/22. The culture and creative industry has also made a significant economic impact, creating 386,000 jobs, supporting over 12,460 small and medium enterprises, and generating substantial revenue.

In addition, the Government also registered an improvement in enhancing the livelihoods of vulnerable people. For instance, through Generating Growth Opportunities for Women Entrepreneurs (GROW), 2,175 women benefitted from loans amounting to UGX. 50,224,493,450, and through the Youth Livelihood Programme (YLP), a total of UGX 21,188,778,989 was disbursed to fund 2,835 projects. The YLP benefitted 18,710 youth, with 9,397 male and 9,313 female beneficiaries, showing a nearly equal gender representation. Under the Uganda Women Entrepreneurship Programme (UWEP) a total of UGX 43,701,900,311 was disbursed to 6,215 projects, benefiting a total of 50,981 women. Similarly, 6,063 enterprises were supported under the Youth Venture Capital Fund (YVCF) worth 22.8bn providing employment to an estimated 12,216 youth.

During the NDPIV period, the Ministry is planning to focus on consolidating the gains registered through strengthening efforts in gender equality and women empowerment, social protection and livelihood enhancement, labour, employment and productivity, community mobilization and mindset change, culture and creative industry, juvenile and labour justice, capacity at central and

local government levels, and enhancing collaboration with implementing partners.

As we embark on the next phase of our development process, the Ministry is committed to contributing to the strategic direction of the NDPIV in line with the expectations of the population amidst challenges we might face, some of which are spelt out in this Strategic Plan. Fortunately, many of these challenges are surmountable, with the support of all stakeholders.

For God and my Country



Hon. Betty Amongi Ongom (MP)

Minister of Gender, Labour and Social Development

ACKNOWLEDGEMENT



AGGREY DAVID KIBENGE
PERMANENT SECRETARY

The Ministry of Gender, Labour and Social Development (MGLSD) conveys its sincere appreciation to all stakeholders who played a vital role in the development of this Strategic Plan. We particularly acknowledge the strategic leadership and unwavering commitment of the Hon. Minister, Ministers of State, Permanent Secretary, and Heads of Departments and Programmes. Their dedication to inclusive and transformative development, coupled with their oversight and guidance, laid a strong foundation for the planning process and has been instrumental in shaping the direction of this Plan.

Special thanks go to the various Departments and programmes under the Ministry whose contributions were vital in shaping this Strategic Plan. These include the Departments of Gender and Women Affairs; Labour and Industrial Relations, Employment Services, Occupational Safety and Health; Youth and Children Affairs; Disability and Elderly Affairs; Culture and Family Affairs; Equity and Rights; and Finance and Administration. Their technical input, institutional knowledge, and active participation significantly enriched the planning process.

Our sincere gratitude goes to the Development Partners who provided invaluable technical support throughout the formulation of this Strategic Plan. In particular, we acknowledge the contributions from the United Nations Population Fund (UNFPA), UN Women, United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), Spotlight Initiative, UNHCR, International Labour Organization (ILO), Innovations for Poverty Action (IPA), as well as other national and international stakeholders. Their unwavering support greatly enriched the planning process, ensuring that the Strategic Plan is evidence-based, inclusive, and aligned with both national priorities and global development frameworks.

We are equally thankful to civil society organizations, private sector actors, academic institutions, community leaders, and local governments who actively participated in stakeholder consultations and contributed valuable perspectives.

Lastly, we appreciate the dedication of all staff, technical experts, and National Planning Authority who worked diligently to coordinate research, analysis, writing, and validation of this Strategic Plan. Your collective effort has produced a roadmap that reflects the Ministry's commitment to advancing social development for all Ugandans.

Aggrey David Kibenge
Permanent Secretary

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LIST OF ACRONYMS

ADI	Alternative Dispute Resolution
AJP	Administration of Justice Programme
BHR	Business and Human Rights
BLAs	Bilateral Labour Agreements
CBOs	Community Based Organizations
CBSD	Community Based Services Department
CCIs	Culture and Creative Industries
CDMIS	Community Development Management Information System
CDO	Community Development Officer
CG	Central Government
CMMC	Community Mobilization and Mindset Change
CRRF	Comprehensive Refugee Response Framework
CSOs	Civil Society Organizations
DPs	Development Partners
DRR	Disaster Risk Reduction
EAC	East African Community
ECD	Early Childhood Development
EOC	Equal Opportunities Commission
EU	European Union
FAL	Functional Adult Literacy
FBOs	Faith-Based Organizations
FGM	Female Genital Mutilation
GBV	Gender Based Violence
GGI	Gender Gap Index
GROW	Generating Growth Opportunities for Women Entrepreneurs
HCDP	Human Capital Development Programme
ICOLEW	Integrated Community Learning for Wealth Creation
IECD	Integrated Early Childhood Development

ILO	International Labour Organization
IPA	Innovations for Poverty Action
KAP	Knowledge Attitudes and Practices
LED	Local Economic Development
LMIS	Labour Market Information System
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MGLSD	Ministry of Gender, Labour and Social Development
MGLSDSP	Ministry of Gender, Labour and Social Development Strategic Plan
MoUs	Memorandum of Understanding
NCDs	Non-Communicable Diseases
NDP	National Development Plan
NGOs	Non-Governmental Organizations
NLU	National Library of Uganda
NPA	National Planning Authority
NRM	National Resistance Movement
NSSF	National Social Security Fund
NUSAF	Northern Uganda Social Action Fund
OSH	Occupational Safety and Health
OVC	Orphans and Vulnerable Children
PIAPs	Programme Implementation Action Plans
PTCs	Primary Teacher Colleges
PWDs	Persons with Disabilities
RFOs	Religious and Faith-Based Organizations
SAGE	Social Assistance Grant for Empowerment
SCSS	Social Care and Support Services
SDGs	Sustainable Development Goals
SDMIS	Social Development Management Information System
SMEs	Small and Medium Enterprises
SPWO	Senior Probation and Welfare Officer
SRH	Sexual Reproductive Health

SUICOLEW	Support to Integrated Community Learning for Wealth Creation
UN	United Nations
UNFPA	United Nations Population Fund
UWEP	Uganda Women Entrepreneurship Programme
VAC	Violence Against Children
VSLAs	Village Savings and Loans Associations
YLP	Youth Livelihood Programme
YVCF	Youth Venture Capital Fund

EXECUTIVE SUMMARY

The Ministry of Gender, Labour and Social Development Strategic Plan (MGLSDSP) is designed to support the MGLSD's goal of transforming communities and enhancing productivity in a secure and inclusive environment. The plan focuses on empowering vulnerable populations to engage in developmental initiatives, addressing inequalities, and creating avenues for decent employment. As the second strategic plan under the program-based approach adopted by the government, it seeks to promote economic and social welfare through a structured framework.

The vision of the Ministry of Gender, Labour and Social Development (MGLSD) is to achieve “a better standard of living, gender equality and equity and social cohesion”.

A significant aspect of the MGLSDSP is its alignment with two programmes within the National Development Plan IV (NDPIV) i.e. the Human Capital Development Programme and the Administration of Justice Programme. The goal of the NDPIV is to, “achieve higher household

incomes, full monetization of the economy, and employment for sustainable socio-economic transformation” which highlights the plan's commitment to socio-economic progress. The MGLSDSP therefore aims to contribute substantially to the broader objectives outlined in the NDPIV.

The vision of the Ministry of Gender, Labour and Social Development (MGLSD) is to achieve “a better standard of living, gender equality and equity and social cohesion”. In pursuit of this vision, the mission of the Ministry is to “promote gender equality and empower women, the vulnerable and marginalized, and ensure decent employment and protection of the rights of all for social economic development”. The overarching goal is to “transform communities and enhance productivity in a safe and secure environment based on inclusiveness and mutual respect”. To achieve this, the Strategic Plan is guided by five core strategic objectives: (i) Reducing vulnerabilities and gender disparities through inclusive empowerment and strengthened social protection systems; (ii) Promoting decent employment, skills development, and equitable labour justice; (iii) Mobilizing communities, support positive mindset change and advancing the culture and creative industry to foster social cohesion and inclusive growth; (iv) Strengthening early childhood development and juvenile justice to enhance child well-being; and (v) Improving institutional, policy, and coordination frameworks to ensure effective and efficient service delivery.

The key results anticipated include; Enhanced compliance of duty bearers (families, parents and caregivers) to parenting standards; Improved use of Alternative Dispute Resolution Mechanisms; Improved disposal of cases in the justice system; Increased employment opportunities, safety and Compliance to labour standards; Vulnerable persons protected from deprivation and livelihood risks; Improved Gender relations in development processes; Increased participation of the population in development initiatives; Increased competitiveness of Ugandan cultural and creative goods and services on the local and international market; and Strengthened legal and regulatory framework. To implement this strategic plan effectively, a comprehensive financing framework has been established, projecting a total cost of UGX 23.945 trillion over the next five years. The plan incorporates cross-cutting issues such as gender, HIV/AIDs, human rights, nutrition, population, culture, PWDs, social protection, conflict, disasters & emergencies, and climate change & environmental concerns while including monitoring and evaluation mechanisms to assess progress and performance against set objectives.



01

CHAPTER
ONE:

INTRODUCTION

01

CHAPTER
ONE:

INTRODUCTION

1.0 Introduction

This Chapter provides an overview of the Ministry of Gender, Labour and Social Development (MGLSD) in general and a brief background on how Social Development has been mapped in the programme-based approach to planning. It also articulates how the plan has positioned the Ministry within the regional and global context.

1.1 Background

The Ministry of Gender, Labour and Social Development (MGLSD) is mandated to promote gender equality, labour rights, social protection, community empowerment, and the wellbeing of vulnerable groups in Uganda. To effectively deliver on this mandate and contribute to the country's development agenda, the Ministry has developed this Strategic Plan for the period of 2025/26 -2029/30. The plan provides a coherent framework to guide policies, programmes, and interventions that respond to evolving social and economic challenges while aligning with the Third National Development Plan (NDPIII) and the Vision 2040 aspirations.

The Strategic Plan aims to strengthen institutional effectiveness, enhance labour productivity, improve access to social protection services, promote gender equality and equity, and ensure inclusive participation of all Ugandans in development. It outlines strategic objectives, priority actions, and resource mobilization

approaches that will drive measurable results and sustainable impact across the Ministry's mandate areas. Furthermore, the plan emphasizes partnerships, innovation, and evidence-based decision-making as key drivers of change, while embedding monitoring, evaluation, and learning systems to ensure accountability and continuous improvement. Ultimately, this Strategic Plan serves as both a management and accountability tool that will enable MGLSD to deliver on its vision of a better standard of living, gender equality, equity and social cohesion.

The development of this MGLSDSP is in line with the planning framework outlined in the National Development Planning Regulations (2018). The purpose of the plan is to serve as a guiding framework that outlines MGLSD's long-term vision, goals, and priorities. It aims to align Social Development stakeholders and resources towards achieving sustained growth and impact, while providing clear direction for decision-making and action. By establishing measurable objectives and strategies, this plan facilitates effective monitoring of progress, promotes accountability, and ensures that MGLSD remains responsive to emerging challenges and opportunities. Ultimately, it is designed to drive focused efforts to drive targeted actions that realize MGLSD's mission and create lasting value for our stakeholders and the communities we serve.

A central pillar of this plan is Uganda's Vision 2040 which outlines the country's aspiration to transform from a predominantly low-income, subsistence-based economy to

a modern and prosperous upper middle-income nation within 30 years. Central to this transformation is objective 1: Socio-Economic Transformation, which aims to shift the economy away from reliance on peasant agriculture towards a diversified and industrialized base. The MGLSD plays a critical role in the implementation of Uganda Vision 2040 by contributing to inclusive social and economic transformation. As the lead institution for social development, the MGLSD contributes to the Vision's goals by promoting early childhood development, gender equality, empowerment of vulnerable groups, strengthening the labour force, community mobilization and mindset change and enhancing social protection systems. By nurturing a productive and empowered population, the Ministry significantly advances the Vision's core objective of transforming Uganda into a modern and prosperous society.



The Strategic Plan aims to strengthen institutional effectiveness, enhance labour productivity, improve access to social protection services, promote gender equality and equity, and ensure inclusive participation of all Ugandans in development. It outlines strategic objectives, priority action

The MGLSDSP is also aligned with regional and international agendas to ensure coherence and relevance in development efforts. It reflects national commitments to key frameworks such as the Sustainable Development Goals (SDGs), EAC Agenda 2063, as well as regional initiatives aimed at promoting

social inclusion, gender mainstreaming, and youth empowerment, among others. By integrating these agendas, the plan enhances our contribution to global and regional development priorities, fostering partnerships and leveraging resources to achieve common objectives. This alignment not only strengthens MGLSD's strategic focus but also ensures that our initiatives contribute meaningfully to broader regional and international efforts toward sustainable development.

This MGLSDSP is the second under the programme-based approach to planning that the Government adopted under NDPIII. It contributes to two Programmes of the fourth National Development Plan (NDPIV) namely: Human Capital Development Programme and the Administration of Justice Programme. The programmes are mapped onto two strategic Objectives of NDPIV i.e. Objective 2 (enhancing human capital development along the entire life cycle), and Objective 5 (strengthening good governance, security, and the role of the state in development) respectively.

The goal of the Human Capital Development Programme is to “promote a healthy, knowledgeable, skilled, ethical and productive population” while that of the Administration of Justice Programme goal is to “strengthen a people-centered justice delivery system in the regions”.

In order to effectively contribute to the above goals, the Ministry will implement the two NDPIV programmes with the following key actors:

- i) All Ministries, Departments and Agencies (MDAs)

- ii) Subventions: i.e. UNCC, Secretariat for Special Interest Groups
- iii) Autonomous Bodies: National Social Security Fund, Equal Opportunities Commission.
- iv) Local Governments and City Authorities
- v) Civil Society Organizations: Non-Governmental Organisations (NGOs); Community Based Organisations (CBOs).
- vi) Faith-based, Traditional or Cultural Institutions
- vii) Social Partners: Employers and workers Organisations.
- viii) Private Sector Actors
- ix) Development Partners: Bilateral and Multilateral Agencies.

It is worth noting that the MGLSDSP also plays a critical role in the attainment of the goals for all 18 programmes' goals of the NDPIV through promoting decent work and productive employment; reducing vulnerability, gender inequality and inequity along the lifecycle; community mobilization and mindset change; as well as promoting culture and creative industries due to their cross-cutting nature.

1.3 Legal and Institutional Framework

MGLSD has developed this strategic plan in consistency with its mandate as enshrined in the following legal and institutional frameworks:

A. Legal Framework of the Ministry of Gender Labour and Social Development

MGLSD was established in 1998 following a restructuring that combined the Ministry of Gender and Community Development with the Ministry of Labour. The MGLSD Strategic Plan is in line with the Constitution of the Republic of Uganda. Chapter 4 of the Constitution guarantees rights of workers, children, women, older persons, Persons with Disabilities (PWDs) and the right to culture. In addition, it outlaws discrimination and obligates the state to take affirmative action in favor of groups marginalized based on sex, age, disability, tradition or any other reason created by history in order to redress the imbalances which exist. Chapter 16 of the Constitution, on the other hand, guarantees the existence of the institutions of the traditional or cultural leaders in any part of the country.

Other legal provisions that guide development and underscore the promotion, protection and effective participation of vulnerable and marginalized groups in the development process include:

1. The Local Governments Act (Cap 243)
2. The Employment Act, 2006
3. The Equal Opportunities Commission Act, (2007)
4. The Labour Disputes (Arbitration and Settlement) Act No. 8, (2006)
5. The Public Finance Management Act (2015)
6. The Labour Unions Act No. 7, (2006)
7. The Minimum Wages Board and Advisory Councils Act, (Cap 221)
8. The Persons With Disabilities Act, (2020)
9. The National Council for Older Persons Act, Cap 112 (2013)
10. The Prohibition of Female Genital

- Mutilation Act, (2010)
11. The Domestic Violence Act, (2010)
 12. The Prevention of Trafficking in Persons Act, (2009)
 13. The National Social Security Fund Act, (Cap 222)
 14. The Occupational Safety and Health Act Cap 231
 15. The Public Service Negotiating and Disputes Settlement Machinery Act, (2008)
 16. The Workers' Compensation Act, (Cap 225)
 17. The Children's Act, (Cap 59)
 18. The National Youth Council Act (Cap 319)
 19. Stage Plays and Public Entertainment Act (1943)
 20. Uganda National Cultural Centre Act (1959)
 21. The Institution of Traditional or Cultural Leaders Act, (2011); and
 22. The Copyright and Neighboring Rights Act, (2025)

This plan is further informed by several policies underpinning national development. These include but are not limited to:

1. The Uganda Gender Policy (2007)
2. The Revised National Policy for Older Persons (2024)
3. The Revised National Policy on Persons with Disabilities (2023)
4. The Uganda Child Policy (2020)
5. The Uganda National Youth Policy (2016)
6. The Integrated Early Childhood Development Policy (2016)
7. The National Community Development Policy for Uganda (2015)
8. The National Social Protection Policy (2015)

9. The National Adult Literacy Policy (2014)
10. The Uganda National Employment Policy (2011)
11. The National NGO Policy (2010)
12. The National Child Labour Policy (2007)
13. The National HIV/AIDS and The World of Work Policy (2007)
14. The Uganda National Culture Policy (2006)
15. The National Equal Opportunities Policy (2006)
16. The Uganda Population Policy (2008)
17. The Decentralization Policy (1992)

B. Regional frameworks.

The MGLSD Strategic Plan has been developed with the regional and global development outlook in mind. The EAC Vision 2050, Africa Agenda 2063, the UN Agenda 2030 and other key policy frameworks, inspire it. All of these policy frameworks seek to transform Uganda and the region as a whole from a predominantly peasant and low-income status to a competitive upper middle-income status:

- i. The EAC Vision 2050
- ii. Africa Agenda 2063
- iii. Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol)
- iv. The AU Convention on Ending Violence Against Women and Girls, 2025
- v. International Instrument – Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) (1979)
- vi. The African Youth Charter, 2006
- vii. AU Digital Child Online Safety and Empowerment Policy, 2024

- viii. The African Continental Free Trade Area (AfCFTA), 2018
- ix. EAC Gender Policy, 2018

In preparing this plan, MGLSD is aware of the challenges and threats posed by regional and global trends. These majorly include pandemics, regional conflicts and climate change, which lead to increased vulnerability of the population as well as the large-scale movement of refugees and other migrants, displacements, epidemics, and disasters, among others. Such trials are a strain on public services.

C. International frameworks

This Strategic Plan is also guided by other international instruments, which include conventions, protocols and agreements to which Uganda is party. The Ministry is expected to report progress on the domestication and compliance to these instruments. These include:

- i. Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979)
- ii. The Beijing Platform for Action (1959)
- iii. The UN Agenda 2030
- iv. The ILO Convention on the Elimination of the Worst Forms of Child Labour (No. 182)
- v. The Freedom of Association and Protection of the Right to Organize Convention (No. 87)
- vi. Minimum Age Convention (No. 138)
- vii. Equal Remuneration Convention (No. 100)
- viii. Discrimination (Employment and Occupation) Convention (No. 111)
- ix. Right to Organise and Collective Bargaining Convention (No. 98)
- x. Social Security (No. 102)
- xi. The Madrid International Plan of Action on Ageing (MIPAA, 2002)
- xii. The Chemical Weapons Convention
- xiii. Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005)
- xiv. UNESCO Convention on Safeguards of the Intangible Heritage (2003)
- xv. Convention on the Protection of the World Cultural and Natural Heritage (1972)
- xvi. The Jomtien Declaration on Education for all (1990)
- xvii. The Dakar Framework on Education for All (2000)
- xviii. Convention on the Rights of the Child (1989)
- xix. Convention on the Rights of Persons with Disabilities (2006)
- xx. United Nations Security Council Resolution 1325 on Women Peace and Security
- xxi. Youth, Peace and Security Resolution 2250
- xxii. The International Covenant on Economic, Social and Cultural Rights (1966)
- xxiii. The International Convention Against all forms of Racial Discrimination
- xxiv. Anti-Personnel Mine Ban Convention (1997)
- xxv. International Instruments – ILO Conventions (Core Labour Standards (1930 and 1999) i.e C029 – Forced Labour Convention – 1930; C087 – Freedom of Association and Protection of the Right to Organise Convention – 1948; C098 – Right to Organise and Collective Bargaining Convention – 1949; C100 – Equal Remuneration Convention –

- 1951;C105 – Abolition of Forced Labour Convention – 1957; C111 – Discrimination (Employment and Occupation) Convention – 1958;C138 – Minimum Wage Convention – 1973 and C182 – Worst Forms of Child Labour Convention – 1999.
- xxvi. United Nations Convention on the Rights of the Child (CRC), November 20, 1989.
- xxvii. United Nations Convention on the Rights of Persons with Disabilities (CRPD 2006)

D. MGLSD Governance and Organizational Structure

The Ministry of Gender, Labour, and Social Development is structured to ensure effective governance and efficient delivery of its diverse mandate across the life cycle. At the helm of the Ministry's political leadership is the Minister, who provides strategic direction, policy oversight, and overall supervision of social development interventions across government. To support the Minister in executing these responsibilities are five State Ministers, each assigned specific areas of focus within the broader mandate of the Ministry, thereby enabling more specialized attention and responsiveness to various issues.

The technical and administrative functions of the Ministry are overseen by the Permanent Secretary, who is responsible for implementing government policies and programmes. The Permanent Secretary also serves as the head of administration, coordinating the various departments and ensuring that programs are carried out efficiently and in accordance with established policies. Additionally, the Permanent Secretary functions as the Accounting Officer, responsible for

financial management and accountability within the Ministry.

Supporting the Permanent Secretary is the Under Secretary, who assists in managing administrative tasks and ensures smooth coordination among different departments, divisions and units. The Ministry itself is organized into ten departments, each tasked with addressing specific areas:

- i. Department for Finance and Administration
- ii. Department for Gender and Women Affairs
- iii. Department for Disability and Elderly Affairs
- iv. Department for Youth and Children Affairs
- v. Department for Equity and Rights
- vi. Department for Labour, Industrial Relations and Productivity
- vii. Department for Occupational Safety and Health
- viii. Department for Employment Services
- ix. Department for Culture and Family Affairs
- x. Department for Community Development and Literacy

The departments develop laws, policies, regulations, guidelines and provide overall coordination and implementation of social development interventions.

The overall organizational structure of the Ministry is depicted in the MGLSD Organogram (Annex 4), illustrating the hierarchical relationships, key roles, and departmental arrangements that

collectively enable the Ministry to fulfill its mandate effectively.

1.4 Process of developing the MGLSDSP

The process of developing this Plan followed the National Planning Authority (NPA) Planning Guidelines and also embraced the Programme Based Approach to Planning. The development of the MGLSDSP involved a comprehensive and inclusive consultation process that actively engaged a wide range of stakeholders. The Ministry made deliberate efforts to solicit input from various departments and programmes within MGLSD, including the Departments of Gender and Women Affairs, Labour and Industrial Relations, Employment Services, Occupational Safety and Health, Youth and Children Affairs, Disability and Elderly Affairs, Culture and Family Affairs, Equity and Rights, as well as Finance and Administration. These departments provided vital technical expertise, institutional knowledge, and active participation, which significantly enriched the planning process.

Beyond internal contributions, MGLSD sought and received valuable support from development partners such as UNFPA, UN Women, UNDP, UNICEF, the Spotlight Initiative, IPA and the ILO. These partners provided technical guidance and ensured that the plan was evidence-based, inclusive, and aligned with both national priorities and international development frameworks.

The Ministry also engaged civil society organizations, private sector actors, academic institutions, community leaders, and local governments through

stakeholder consultations, gathering diverse perspectives and ensuring broad-based input. To coordinate these efforts, the Ministry collaborated closely with staff, technical experts, and the National Planning Authority, who worked diligently on research, analysis, and validation activities. Overall, this collaborative consultation process reflects MGLSD's commitment to developing a strategic plan that is comprehensive, participatory, and aligned with the needs and aspirations of all stakeholders involved.

1.5 Structure of the MGLSDSP

The MGLSD Strategic Plan is presented in eight chapters. Chapter One presents the introduction, background, legal framework, and the organizational structure. Chapter Two details the implementation analysis for the previous MGLSDSP (2019/20-2024/25). Chapter Three highlights the strategic direction of the new strategic plan, i.e. MGLSDSP 2024/25-2029/30. Chapter Four covers the institutional arrangements for implementing MGLSDSP 2024/25-2029/30. It details strategies and interventions for attainment of the plan's objectives. Chapter Five covers the financing framework and strategies for mobilizing funds. Chapter Six presents the risk management and mitigation plan. Chapter Seven covers the communication and feedback strategy arrangement while Chapter eight covers the monitoring and evaluation arrangements for implementing the plan.

02

CHAPTER
TWO:

**IMPLEMENTATION
ANALYSIS OF MGLSDSP
2019/20-2024/25**

02

CHAPTER
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IMPLEMENTATION ANALYSIS OF MGLSDSP 2019/20-2024/25

2.0 Introduction

This Chapter gives a snapshot of the implementation of the previous MGLSDSP (2019/20 - 2024/25), highlighting major achievements, challenges and implications. It also analyses the Ministry's strengths, weaknesses, opportunities and threats in the execution of its mandate.

2.1 Overall Performance of the Previous MGLSDSP

The Ministry's implementation of the Social Development Sector Plan (MGLSDSP 2019/20–2024/25) under NDP III has been moderate, with 20% of outcome indicators achieved, 27% moderately satisfactory, 40% not achieved, and 13% not assessed. Similarly, only 16% of output indicators were achieved, while nearly half (47%) were not met, and 35% were not assessed, reflecting persistent implementation challenges, weak accountability, and data gaps.

Key Observations:

- Progress: Advances were noted in women's economic empowerment, leadership representation, and access to productive resources.

- Setbacks: Outcomes reversed in areas such as rising GBV prevalence, stagnation in social care access, limited labour market transitions, and weak community participation.

Thematic Performance by Strategic Objectives

A. Child development in learning, health, and psychological wellbeing

Performance across child development indicators remains far below NDP III expectations. Only 35% of children achieved age-appropriate development against a 78% target (44.9% achievement), while just 40% grew up in safe, clean, and stimulating environments compared to the same 78% target. Child poverty stands at a high 44%, far exceeding the 10% target, pointing to major household economic vulnerabilities. Protection indicators show severe underperformance: violence against children (VAC) is at 76% versus a 5% target, child labour remains at 20% compared to the 15.5% target, and data on children protected from abuse could not be assessed. Nutrition challenges persist, with stunting at 25.4% instead of the 19% target (133.7% deviation). Education support remains inadequate, as only 17% of primary school children access school meals against a 64% target.

B. Labour force in decent employment

Labour market outcomes in FY 2024/25 fell substantially short of NDP III's five-year targets. The employment-to-population ratio (EPR) reached only 37.9% against a 69.8% target (54.3% achievement), while unemployment rose to 12.3%, nearly double the 6.9% target. Youth not in employment, education, or training (NEET) reached 4,001,528 persons (42.6%), up from 40.7% in 2018. Several key indicators—including the informal sector share and employment elasticity of growth—were not assessed, creating gaps in understanding labour market responsiveness. Labour organization remains weak, with unionization density at just 6.1% compared to the 20% target, highlighting limited worker representation and collective bargaining power.

C. Gender Inequalities

Performance on gender equality shows mixed results, with some targets met and others significantly missed. The gender gap index stands at 0.8%, matching the NDP III target, and compliance with the gender and equity certificate was achieved at 100%. However, the gender inequality index underperformed at 0.53% against a 0.2% target, indicating persistent disparities. Women's representation in Parliament remains stagnant at 35%, showing no improvement. Gender-based violence (GBV) prevalence remains high at 56% in 2024/25, far above the 30% target, signalling ongoing threats to women's safety and equality.

D. Coverage of Social Protection

Social protection coverage remains limited and below NDP III targets. Only 7.5% of

the population accesses social insurance compared to a 20% target, despite a modest increase in pension scheme contributors from 3,015,807 in 2022 to 3,142,311 in 2023. Access to social care services stands at just 5%, significantly below the 20% target, and direct income support reaches only 0.7%, far short of the targeted 8%. Overall, progress toward universal social protection remains slow, with large gaps in both coverage and adequacy of support.

E. Gains from the culture and creative industries

The culture and creative industries performed strongly, contributing 4.1% to Uganda's GDP, exceeding the 2% NDP III target and demonstrating the sector's rising economic importance. Growth has been driven by expanding activity in music, film, fashion, visual arts, and digital content, along with increased support to creative enterprises and improved market access. These gains highlight the sector's potential as a major engine for employment, income generation, innovation, cultural preservation, and export earnings.

2.3 Key Achievements and response to challenges

Uganda made progress in gender equality and women's empowerment, with improvements in education attainment and health, though economic participation and political empowerment remain weak, contributing to a fall in the global gender gap index from 0.717 (2020) to 0.706 (2024) and a drop in ranking from 63rd to 83rd. Government continued implementing



programmes such as GROW, UWEP, and YLP, which supported vulnerable groups through enterprise financing and livelihood creation. Under YLP, UGX 21.18 billion funded 2,835 projects, creating 1.25 million indirect jobs and benefiting 18,710 youth (balanced gender representation). Under UWEP, UGX 43.7 billion supported 6,215 projects for 50,981 women, while the Special Grant for Persons with Disabilities supported 6,282 enterprises benefiting 49,372 people. Despite these gains, challenges persist including low loan recovery, limited land rights, high GBV, and gendered labour market disparities: women face higher unemployment (11% vs 8%), dominate unpaid care work (83% vs 68% of men), earn 50–70% of men's wages, and remain under-represented in public employment (27.9%). Women own 40% of businesses but earn 30% lower profits due to barriers like limited credit access, women access only 40% of total credit, constrained by low asset ownership and financial literacy.

Sector-specific inequalities persist, such as women's concentration in lower-value stages of agricultural value chains. Violence also remains widespread: 56% of women have experienced physical violence and 22% sexual violence (UDHS 2022), with harmful practices like child marriage and FGM continuing despite legal bans.

Women's leadership improved with 34% representation in Parliament, but patriarchal norms, inadequate financing, weak mentorship, and time poverty continue to limit women's political progression. Conflicts and disasters have disproportionately affected women and children, prompting government actions such as the UNSCR 1325 NAP III (2021–2025) localized in 12 districts, and specialized training for para-social workers supporting unaccompanied children. Looking ahead, the 2025/26–2029/30 MGLSPSP under NDP IV provides an opportunity to address persistent inequalities through targeted investment.

Labour and employment improvements were registered through programmes such as Green Jobs, Jua Kali, CHESASE, Apprenticeship and Graduate Programmes, and labour externalization, which expanded youth and women's employment opportunities. However, significant challenges remain such as high informality (87.9%, accounting for 75% of employment), skills mismatches, weak regulation, trafficking, unsafe working conditions, and high child labour (47%) that undermines well-being and productivity. Labour externalization created 300,000 opportunities, backed by 406 licensed agencies, and generated remittances of \$1.1 billion (UGX 4.1 trillion) in 2022, though risks of exploitation persist.

Community mobilization improved through the work of the Community

Based Services Department (CBSD), which facilitated mindset change across NDP III programmes, supported by the development of the Community Mobilization and Empowerment Strategy and the National Adult Learning and Community Education Strategy (2023). As a result, 70% of the population was informed about national programmes and 60% of households participated in saving schemes. Culture and Creative Industries (CCIs) further advanced mobilization and generated significant economic value—over UGX 106 billion from public entertainment events and UGX 40 billion in VAT from Caller Ring Back Tunes in FY 2021/22—despite constraints including limited funding, weak copyright enforcement, and poor infrastructure.

In social protection, Uganda registered significant progress through the Social Protection Policy (2015) and the National Social Protection Strategy (2023–2028), contributing to the decline in poverty from 20.3% (2019/20) to 16.1% (2023/24), though 7 million Ugandans still live in absolute poverty. Key milestones included nationwide rollout of SAGE, enrollment of 301,712 older persons, establishment of 10 Regional Technical Support Units, and successful implementation of NutriCash, which improved child nutrition and trained over 1,000 women in financial literacy. Nevertheless, social protection coverage remains low i.e. NSSF covers only 2.4 million savers, programmes face challenges including inadequate targeting, limited funding, weak coordination, and exclusion of older persons aged 60–79.

To strengthen delivery of Social Development services, the Ministry trained stakeholders in multiple MIS platforms (NGBVD, LMIS, CMIS, Child Well-being MIS, Disability MIS, UWEP/YLP MIS, etc.), enhanced institutional capacity,

established an M&E Unit, and improved community sensitization. Persistent gaps include the absence of an integrated Social Development MIS, insufficient financing, and limited human resource capacity at both central and local government levels, especially in CBSD, rehabilitation centres, including remand homes among other ministry institutions as well as working in silos. Addressing these challenges is essential for MGLSD to effectively coordinate and deliver social development services under NDP IV.

In social protection, Uganda registered significant progress through the Social Protection Policy (2015) and the National Social Protection Strategy (2023–2028), contributing to the decline in poverty from 20.3% (2019/20) to 16.1% (2023/24), though 7 million Ugandans still live in absolute poverty.

2.4 Progress on Mainstreaming Cross-cutting Issues

In order to effectively and efficiently implement the MGLSDSP, cross-cutting issues including gender, human rights, population and human capital development, HIV/AIDs, conflict, disaster and emergencies as well as climate change

and environment were fundamental to achieving the plan's goal and objectives.

2.4.1 Gender

The MGLSD has promoted gender mainstreaming in all policies and across all MDAs/LGs through building capacity and raising awareness, fostering inter-ministerial collaboration, advocating for legal reforms, collecting gender-disaggregated data, engaging with Non-State Actors i.e. traditional and cultural institutions, faith based institutions, private sector, civil society and partners, as well as strengthening monitoring systems. There was establishment of the Gender Mainstreaming Technical Working Group as well as capacity building of Gender Focal Points across various MDAs under NDPIII. Additionally, the EOC, in collaboration with MGLSD, has supported MDAs and local governments to enhance their compliance with gender and equity budgeting requirements. MGLSD has worked closely with NPA and Programme Leads to mainstream gender and equity in NDPIV and the associated Programme Implementation Action Plans (PIAPs). These strategies have contributed to the promotion of a more inclusive and equitable society in some sectors such as education, health, lands, climate change and action and water, among others.

2.4.2 Human rights

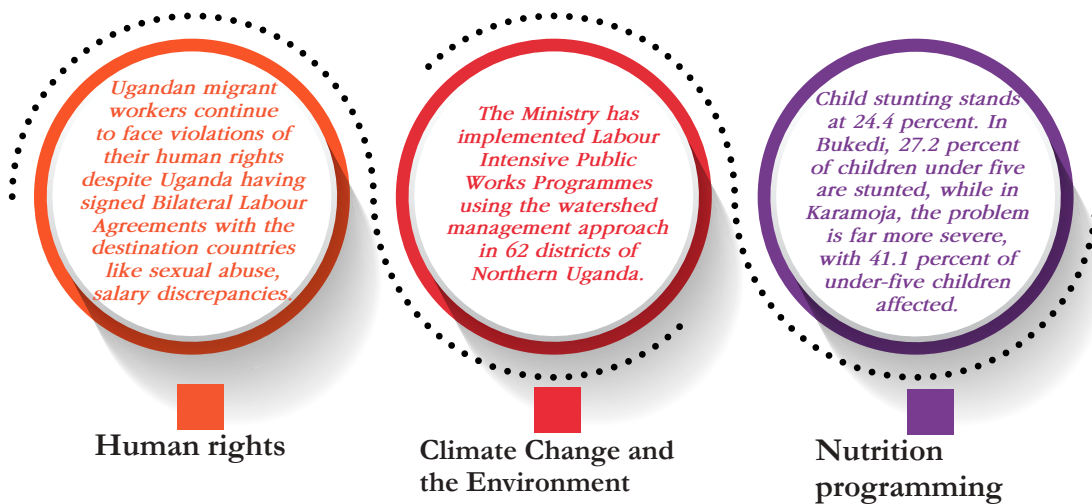
Human rights is one of the key cross-cutting issues that has been identified by the Government as provided for in Chapter 4 of the Constitution of the Republic of Uganda. The responsibility to address human rights concerns in the development process therefore lies with

all stakeholders. The Ministry addresses human rights issues for children, gender, ethnic minorities, workers, persons with disabilities and older persons. These issues include: Gender-based violence; child abuse; neglect and exploitation; elder abuse; stigmatization of persons living with disabilities and other chronic illnesses; and discrimination including ethnic minorities. The Ministry has licensed 195 children homes to provide care and protection to children at risk and without parental care. The Ministry also runs 7 remand homes, 1 national child reception centre and 1 national rehabilitation centre for children in contact with the law.

Article 29 (1) (c) of the Constitution of the Republic of Uganda (1995), as amended, provides every person the right to freedom of association, including freedom to form and join Trade Unions. Currently, Uganda has 45 Trade Unions and 2 Federation of Labour Unions (National Organisation of Trade Unions and Central Organization of Free Trade Unions) registered under the Labour Unions Act (2006). However, Unions still continue to face hardship from some employers that make joining and engaging in collective bargaining activities very difficult. This greatly affects freedom of association and enjoyment of the economic rights of the workers in the country. The Ministry therefore needs to strengthen social dialogue to facilitate association of workers in Trade Unions and collective bargaining.

Ugandan migrant workers continue to face violations of their human rights despite Uganda having signed Bilateral Labour Agreements with the destination countries. The violations range from salary discrepancies, denial of food, denial of access to telephone and communication, poor sleeping facilities, work overload, inadequate resting time, transfer without

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consent, denial of medical services, poor negotiation of contracts and physical, sexual and verbal abuse.

2.4.3 Population

Uganda has one of the youngest populations in the world, where more than half the population is younger than 16 years. This population structure puts pressure on families and social services. In order to therefore harness the demographic dividend, there is a need for a clear strategy to invest in building human capital to increase labour productivity. Over the review period, the Ministry invested substantial resources to enhance social protection of the vulnerable groups, mobilized communities to embrace good family practices such as nutrition, family planning and manageable family concept. However, the demand for these services is still high as a result of the high population growth. MGLSD therefore, needs to invest in expanding access to Integrated Early Childhood Development to provide a firm foundation for Human Capital Development, strengthen community awareness and mobilization to popularize family planning and conduct skills training

to produce an active, knowledgeable, skilled and ethical labour force.

2.4.4 Climate Change and the Environment

Environmental and climatic shocks have big impacts on the welfare of people. These include: creating land and water scarcity, displacement of people and reduced agricultural production, as well as loss of livestock, which leads to food insecurity and reduction in wellbeing. The Ministry has implemented Labour Intensive Public Works Programmes using the watershed management approach in 62 districts of Northern Uganda to improve soil and water conservation, food security and enhance incomes of the poor and vulnerable. Youth have been trained in initiatives to protect the environment, i.e., tree planting, energy saving technology under ICOLEW among other interventions.

In order to mitigate the effects of climate change on the vulnerable, the Ministry therefore needs to focus on mainstreaming climate change programming during planning and implementation of its interventions. In addition, there is a need

to build resilience to shocks through expanding existing social protection programmes to increase resilience and reduce the negative effects of adverse shocks on vulnerable households. There is also a need to promote climate resilient enterprises in economic empowerment programmes of the Ministry as well as Green Jobs interventions.

2.4.5 HIV/AIDS

HIV and AIDS has an enormous negative impact on the social economic structure and wellbeing of the households and communities. Frequent and long episodes of sickness due to HIV and AIDS deprive families of their means of production and exacerbates both existing poverty status and gender inequalities. To contribute to the reduction of HIV and AIDS infections, the Ministry has implemented advocacy and awareness of HIV and AIDS at the work place, undertaken screening and counselling of staff and vulnerable communities. MGLSD has also integrated HIV and AIDS in a number of guidelines and strategies for example the Ministry has continued to track services delivered to children living with HIV such as education, nutrition and livelihoods under the OVCNIS. The Ministry also trained para social workers at community level to offer continued support in terms of counselling and guidance and referral. The life skills and health education manual for out of school youth was developed and gives communities information and skills on preventing HIV. With the increase in the number of new HIV cases, there is a need to revise and develop new strategies especially along the life cycle.

2.4.6 Conflict, disasters and emergencies

Conflicts and disasters have become increasingly frequent in recent times, disproportionately impacting women and children. Many have been abducted, orphaned, displaced from their homes, or forced to live on the streets and in internally displaced persons camps. The influx of refugees from neighboring countries experiencing ongoing conflicts has further increased the vulnerable population and strained resources in host communities. In response, the Ministry is implementing the Third National Action Plan on Women, Peace and Security 2020-2025 and its localization among districts, implementing the National Refugee Response Plan as well as mainstreaming Refugee related issues in new Projects such as GROW, PROSPECTS and LIRP among others. The Ministry has trained districts prone to conflict and disasters on how to support unaccompanied and separated children through established alternative care mechanisms. Additionally, para social workers in West Nile, South Western Uganda, and Karamoja have received specialized training. Moving forward, it is essential to address the underlying factors driving the rise of street children, while also promoting the active participation of women in peace, security, and humanitarian processes.

2.4.7 Nutrition programming

Nutrition is a fundamental component of Human Capital Development. However, high levels of vulnerability, poverty, the impacts of climate change, and food insecurity have contributed to high rates of malnutrition across the country. At the national level, the prevalence of child stunting stands at 24.4 percent. In Bukedi, 27.2 percent of children under five are stunted, while in Karamoja, the problem

is far more severe, with 41.1 percent of under-five children affected. Similarly, the rate of underweight children under five is 9.7 percent nationwide and 10.5 percent in Bukedi, but it surges to 30.4 percent in Karamoja. These statistics underscore the regional disparities and the urgent need to address malnutrition, particularly in vulnerable areas like Karamoja. To support vulnerable children, the Ministry has implemented a child-sensitive social protection program in the West Nile region as well as the National Nutrition Programme.

2.4.8 Disability Inclusion

According to the 2024 National Population and Housing Census, about 12.4% of Uganda's population experiences some form of disability. Under the NDP III period, the Ministry of Gender, Labour and Social Development (MGLSD) implemented several interventions to promote inclusion. Key initiatives include the Community-Based Rehabilitation (CBR) Programme, the Revised National Policy on Persons with Disabilities (2023), the National Blueprint for Persons with Disabilities, and the establishment of Rehabilitation Centres for PWDs. These efforts focus on empowerment, social norm change, and ensuring that persons with disabilities can fully participate in society.

2.4.9 Cultural Heritage

The MGLSD has also advanced cultural heritage as a cross-cutting issue through targeted interventions. These include capacity-building programs for state and non-state actors in 20 districts to harmonize advocacy against harmful cultural practices, the Museums and

Monuments Act (2023) which strengthens the management and protection of Uganda's heritage, and monitoring and technical support to 30 local governments for implementing national culture interventions. These measures reflect Uganda's commitment to integrating culture into national development, though continued efforts are needed to address remaining challenges and ensure sustainable preservation and promotion.

2.5 Emerging Issues

In spite of the progress made on the implementation of the MGLSD interventions highlighted above, the implementation of the MGLSD Strategic Plan brought to light several emerging issues that are increasingly influencing the Ministry's policy direction and programming priorities. These issues include persistent gender inequality, human rights concerns affecting vulnerable groups such as children, persons with disabilities, minorities, and workers, as well as the rights and protection of migrant workers. The growing impact of digitalization has introduced both opportunities and risks, including concerns around digital exclusion and the rise of online gender-based violence.

Moreover, Uganda's predominantly youthful population presents both a challenge and an opportunity. This calls for greater investment in early childhood development, strengthening the family unit, promoting non-formal skills training, and fostering mindset transformation to fully harness the potential of the demographic shift. Culture also remains a central influence on social behavior, gender roles, and community resilience, and therefore requires intentional integration

into development initiatives.

In addition, the worsening climate situation has increased environmental risks, with events such as floods, droughts, and land degradation threatening livelihoods, particularly in rural communities. This necessitates comprehensive strategies to build climate resilience, including tree planting, control of pollution, improved rainwater collection, and protection of soil resources. HIV and AIDS also continue to pose a significant public health challenge, demanding ongoing investment in prevention, testing, and treatment services.

Furthermore, the effects of conflict, natural hazards, and the arrival of refugees tend to have a greater impact on women and children, pointing to the importance of gender-responsive social protection and humanitarian efforts. Nutrition insecurity, especially high levels of child malnutrition in areas such as West Nile and Karamojong, remains a pressing concern that calls for carefully tailored responses suited to the specific needs of different regions.

Overall, these issues highlight the importance of adopting flexible, inclusive, and forward-thinking strategies in policy and programme implementation to promote sustainable and fair development outcomes.

2.6 Highlights of Progress made against Sustainable Development Goals (SDGs)

The table below highlights progress made by the Ministry in realization of the Sustainable Development Goals.

Table 1: Highlights of progress made against SDGs

Goal	Progress
SDG 1: No Poverty	- Implemented Direct Income Support to vulnerable groups (Older Persons, Persons with Disabilities, Women, Youth, and Children) provided to enhance their resilience and productive capacity. - Livelihoods enhancement in form of incomes and asset accumulation, skills for youth and women strengthened. Programmes/projects such as UWEP, YLP, GROW, SENTE have been implemented over the period. - Rolled out SAGE to cover the entire country. - The ministry has provided assistive devices as well as protection and case management services have been provided to vulnerable children, older persons and persons with disabilities.

SDG 2: Zero Hunger	Under Community Mobilization and Mindset Change (CMMC), implemented nutrition programme and created awareness on: • Cultural practices that negatively influence dietary habits. • The ministry has provided food to persons with disabilities in rehabilitation centers.
SDG 5: Gender Equality	• Increased women's participation in the development process through empowerment programmes • Implemented interventions to reduce GBV, early marriages, teenage pregnancies. • Implemented the male engagement strategy. • Gender and Equity budgeting has been mainstreamed into all ministry plans and budgets.
SDG 8: Decent Work and Economic Growth	• Programmes that addressed barriers to employment especially for Youth, Women, PWDs and the vulnerable such as Youth Venture Capital, Jua-kali, Apprenticeship and Graduate programme. • Strengthened labour migration through regulation and signing of Bilateral Labour agreements.
SDG 10: Reduced Inequalities	• Social protection schemes have been developed to reach vulnerable groups. • Emphasis on nondiscrimination and inclusive development by including the vulnerable and refugees in the ministry programmes such as GROW. • The National Affirmative Action Plan for Indigenous persons developed and implemented.
SDG 16: Peace, Justice, and Strong Institutions	• The MGLSD has Remand homes for children in conflict with the law. • The ministry has provided food and non-food items as well as protection and case management services to vulnerable children. • The MGLSD continues to enforce labor laws, including minimum wages and working conditions. • Efforts are underway to improve labor inspection systems and protect vulnerable workers, including women and PWDs.

2.7 Institutional Capacity Analysis

2.7.1 Analysis of the Ministry budget for FY 2020/21 – FY 2024/25

During the period under review, the overall budget released for the Ministry including GoU and external financing was 78%.

Table 2: Overall Budget Release (FY2020/21-FY2024/25) by Category.

Category	Approved	Released	% Release	% share of the overall budget
Wage	16.779	16.779	100	2%
Non-Wage	880.061	741.901	84.3	82%
GoU Dev't	25.187	17.379	68.99	2%
Ext. Financing	148.256	57.955	39.09	14%
Total	1,070.283	834.014	77.92	100%

Table 2 above shows that wage accounted for approximately 2%, non-wage accounted for 82%, covering goods, services, and operational costs of the total budget release. GoU development accounted for 2%, while external financing accounted for 14% of the total budget of UGX. 834.014Billion. Overall, these allocations demonstrate the need to focus on increasing salaries as well as the development budget to ensure sustainable achievement of social development objectives.

Table 3: Budget Release Performance by year (FY2020/21-FY2024/25).

Category	F 2020/21	Y 2021/22	F 2022/23	Y FY 2023/24	Y FY 2024/25
Wage	3.159	3.509	4.267	3.667	4.370
Non-Wage	123.803	262.943	230.618	236.735	215.418
G o U Development	6.220	4.998	3.002	2.626	2.563
Ext. Financing	0.000	0.000	0.000	0.000	54.997
Total	133.183	274.451	237.887	246.501	277.348

Table 3 above shows that the budget released over the period was very low and also kept fluctuating.

Table 4: Share of Off-Budget to Ministry Budget.

FINANCIAL YEAR	Approved	Released	% Release
	(Amounts in Billion Shs)		
FY 2020/21			
FY 2021/22			
FY 2022/23	8.23	1.898	23.062
FY 2023/24	1.652	0.939	56.840
FY 2024/25	1.254	1.103	87.959
Total	11.136	3.94	35.381

Table 4 illustrates that off-budget support was captured from FY2022/23 to FY2024/25. Results show that only 35% of the approved budget (UGX. 11Billion) was released.

2.7.2 Human Resources Development and Management

Overall, staffing levels in the Ministry slightly increased over the last five years at the centre (MGLSD) and Ministry Institutions.

Table 5: Staffing levels at MGLSD and Institutions

S/N	MDA	Approved	Filled	Vacant	% Filled
1	Ministry of Gender, Labour and Social Development	396	291	105	73.48%
2	Ministry Institutions	418	359	59	85.89%
Total		814	650	164	79.85%

The table 5 above shows that the overall staffing level of the Ministry and its institutions stands at 79.85% with that of the MGLSD standing at 73.48% while the staffing level of the Ministry institutions was higher at 85.9%.

2.7.3 Ministry Relevant Technical and Specialized Competencies

The Ministry requires diverse specialties and professionals to deliver on its mandate. These include Probation and Social Welfare Practitioners, Social Workers, Youth workers, Human Rights Officers, Gerontologists, Rehabilitation Officers, Culture Officers, Labour Officers, Judicial Officers, Vocational Instructors, Family Experts, Literacy Officers, Community Development Officers, Social Development Officers, Women in Development Officers and Gender Officers. The Ministry also has scientists including

Occupational Hygienists, Engineers, and Occupational Physicians who ensure safety and health at workplaces.

In addition, the Ministry has common cadre staff such as Administrators, Planners, Accountants, Auditors, Policy Analysts, Statisticians, IT Experts, M&E Experts and Human Resource Managers who are cross-cutting and have their mother Ministries in other MDAs.

The above mentioned experts in MGLSD should possess the following competences to effectively deliver the mandate of the Ministry; Grievance Settlement; Negotiation/Dispute Resolution; Change Management; Accident investigation; Accident recording and reporting; Basic Industrial Hygiene Techniques; Safety Management; Safety/Risk Management; Planning; Diversity and Inclusion; Stakeholder Management; Leadership and Management; Arbitration; Litigation; Advocacy; Strategic Thinking; Policy Management and Case Management.

The Ministry faces a major challenge of amalgamation of the diverse functions at the Local Governments in the Community Based Services Department to the extent that some functions are subsumed under others which lead to ineffective service delivery. This demands for an Officer with multiple competencies to handle all the above functions. Functions like Probation and Labour require specialized competencies as stipulated in the Probation and Labour Acts. In addition, because of the non-uniform structure for promotion of the Community Based Services Department (CBSD) staff at the Local Governments, the Ministry has lost Officers to other cadres like Administration and Politics.

2.7.4 Monitoring and Evaluation Function of the Ministry

A consolidated Monitoring and Evaluation (M&E) plan and M&E results framework were developed in the period under review to track and assess the achievement of results of the MGLSDSP as well as HCDP and AJP of the NDP III. MGLSD's Monitoring and Evaluation Unit coordinated efforts across the different Departments and institutions of the Ministry and reported on a quarterly basis in line with the results framework of the MGLSDSP.

In a bid to improve the monitoring and evaluation function of the previous MGLSDSP, the Ministry had planned to develop the Social Development M&E MIS. However, this was not realized due to insufficient funds. In addition, the ministry currently has a number of functional Management Information Systems that are functional at both Central and Local Government level. These include:

1. Culture Management Information System
2. ICOLEW MIS
3. Occupational Safety and Health MIS
4. National Gender-based Violence Database
5. SAUTI 116 Helpline
6. Orphans and Vulnerable Children MIS
7. External Employment MIS
8. Remand Home MIS

9. Alternative Care MIS

10. UWEP/YLP MIS

2.8 Challenges during the Implementation of the 2019/20-2024/25

Strategic Plan

Over the last five years, the Ministry has faced a number of challenges and these include:

1. Limited funding, which constrained the implementation of key programmes, activities, and institutional priorities. The inadequate financial resources affected the ability to recruit and retain skilled personnel, invest in necessary infrastructure and systems, and conduct critical monitoring, evaluation, and learning activities. This ultimately undermined the effectiveness, reach, and sustainability of interventions, slowing progress towards achieving desired outcomes and service delivery improvements.
2. Lack of a Monitoring and Evaluation Management Information System (M&E MIS), which hampered the systematic collection, analysis, and reporting of performance data. This absence limited the Ministry's ability to track progress, generate timely evidence, and inform decision-making processes effectively. As a result, performance monitoring was fragmented, data quality was inconsistent, and opportunities for learning and accountability were missed, ultimately affecting the efficiency and impact of programs and services.
3. Structural gender inequalities and inequity which are deep-rooted in cultural norms and limited access to social services have hindered women's participation in employment and decision-making. Discrimination against persons with disabilities and marginalized groups, combined with the digital gender gap and harmful practices such as gender-based violence aggravate exclusion. Additionally, the lack of comprehensive gender data hampers evidence-based decision-making.
4. Fragmented social protection systems due to weak institutional frameworks, inadequate financing, and capacity constraints at central and local government levels resulted in limited coverage of social protection services across the lifecycle. This fragmentation hindered effective targeting and support for vulnerable populations, including the elderly, children and persons with disabilities.
5. Persistent harmful social norms, a culture of dependency, and low community awareness hindered community mobilization and mindset change efforts. Limited coordination, inadequate funding, and skills shortages further impeded progress in shifting societal attitudes and behaviors.
6. Underdeveloped creative industries caused by the lack of cultural infrastructure, access to finance, and skills, coupled with weak policy compliance and underutilized technology, constrained growth of the Cultural and Creative Industries (CCI) sub-sector. The informal sector's dominance and absence of

stakeholder coordination limited the CCI sub-sector development.

7. Employment and labour market challenges such as high unemployment rates stem from skills mismatches, discrimination, a large informal economy, and unsafe working conditions. Child labor remained widespread, and insufficient enforcement of labor standards and social protections hindered the promotion of decent, inclusive employment opportunities. Weak regulation and enforcement of recruitment processes for labour externalization, limited government capacity to monitor recruitment agencies and follow up on the welfare of workers abroad, has exposed many migrant workers to exploitation and abuse such as contract substitution, underpayment, poor working conditions, and human rights violations.

2.8.1 SWOT Analysis of the Ministry

This section analyses the Ministry's strengths, weaknesses, opportunities and threats (SWOT) in executing its mandate. The table below summarises the SWOT, which has informed the process of development of the Strategic Plan.

Table 6: SWOT Analysis of the Ministry.

	Weaknesses
Strengths 1. Strong Policy and Legal Frameworks. 2. Convening power and authority for implementing the social development mandate. 3. Qualified and competent Human Resource. 4. Strong partnerships between the ministry and CSOs, multi-lateral and bi-lateral partners, and the Private sector. 5. Existence of inter-ministerial linkages and decentralized structure.	1. Understaffing and limited staff capacity. 2. Inadequate budgets and limited commitment to domestic financing for social development programmes. 3. Budget cuts and overreliance on donor funding for key social development interventions. 4. Low uptake of technology in service delivery. 5. Coordination structures for the implementation of the social development interventions largely projectized and not fully functional. 6. Absence of an integrated Social Development MIS.

Opportunities 1. Global and Regional commitments with Government which could be leveraged for resource mobilization. 2. Shift towards e-Government to improve on service delivery. 3. Programme Based Approach to planning and implementation of social development programmes for enhanced coordination and greater impact. 4. PDM for implementing social development programmes up to the grassroots level.	Threats 1. Expected reduction on donor funding. 2. Effects of conflicts, disasters, climate change and pandemics. 3. Duplication of mandates by Government Agencies. 4. Inadequate accountability. 5. Negative cultural, social norms and values.
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2.9 Stakeholder Analysis

This section provides an in-depth analysis of the key stakeholders, and their actions for the implementation the MGLSDSP

Table 7: MGLSD Stakeholders.

Stakeholders	Role of Stakeholders	MGLSD Expected Action
Cabinet	Consider and approve Policies and Bills.	• Submission of policies • Submission of protocols for ratification
Ministries, Departments and Agencies (MDAs)	Mainstream key cross-cutting issues in the Ministry plans and budgets.	• MGLSD to develop guidelines to facilitate mainstreaming process. • Develop multi-sectoral programmes to address social development issues. • Build capacity of the social service workforce. • Coordinate M&E and reporting on social development multi-sectoral programmes.

Stakeholders	Role of Stakeholders	MGLSD Expected Action
MoFPED	Provide funds for implementation of social development interventions.	• Coordination, planning, implementation and reporting of social development interventions.
LGs	Implement and report on the social development interventions at the LG level.	• Support implementation of the social development programmes • Technical support supervision. • Reporting on performance of the social development programmes. • Build capacity of LGs. • Timely transfer of funds for implementation of social development interventions.
Parliament	• Carry out legislation and oversight on Ministry activities and programmes. • Allocate resources to facilitate Ministry activities.	• Provide adequate information on MGLSD programmes and interventions.
EAC Organs and Institutions	Provide strategic direction and information in their areas of specialization	• Mainstream regional policies and plans in MGLSD plans. • Implement EAC decisions and directives.

Stakeholders	Role of Stakeholders	MGLSD Expected Action
Private Sector Players	- Harness opportunities of an enabling environment created by the Ministry's policy and legal framework. - Contribute to Government's non-tax revenue resource mobilization efforts.	MGLSD to enforce legal and regulatory framework for improved service delivery.
Civil Society Organisations	- Conduct advocacy and provide feedback on implementation of social development activities. - Implement social development programs in line with their respective mandates.	• Provide requisite information and regular updates on MGLSD activities. • Harmonize planning, implementation and reporting.
Academia	Research, publish and share knowledge on the social development sector.	• Partner with academia to do research. • Identify topical issues for research.
Media	Disseminate information on the social development sector.	Provide information on MGLSD interventions.

Stakeholders	Role of Stakeholders	MGLSD Expected Action
Development Partners	• Provide technical support in planning, implementation and review of progress of social development interventions. • Provide financial resources. • Support functionality of the social development partners' group.	• Provide secretariat for the social development partners' group. • Mobilize resources. • Report on progress of social development interventions.
Citizens	• Participate and respond to government programmes. • Adopt positive social and cultural norms. • Demand for accountability.	• Mobilize and sensitize citizens. • Implement social protection programmes. • Implement empowerment programmes. • Implement decent work interventions.

03

**CHAPTER
THREE:**

STRATEGIC DIRECTION

03

CHAPTER
THREE:

STRATEGIC DIRECTION

3.0 Introduction

This chapter presents the Ministry's Vision, Mission, Goal, Strategic Objectives and Interventions that will be implemented over the planned period. The section also highlights the core values of the ministry as well as the alignment of the MGLSDSP to NDPIV and to the regional and international frameworks.

The MGLSDSP is aligned with Uganda's long-term development aspiration as articulated in the Uganda vision of "A transformed Ugandan society from a peasant to a modern and prosperous country by 2040." This vision underscores the commitment to structural transformation, inclusive growth, and sustainable development.

The Ministry contributes to the NDPIV goal of "Achieving higher household incomes, full monetization of the economy, and employment for sustainable socio-economic transformation," which emphasizes enhanced productivity, industrialization, creation of decent jobs, and inclusive social development, all of which are critical for achieving sustainable improvements in livelihoods and social welfare.

The MGLSDSP is mapped onto two Programmes of the fourth National Development Plan (NDPIV) namely: Human Capital Development Programme and the Administration of Justice Programme. The two programmes are mapped onto two strategic Objectives of NDPIV i.e. Objective 2 (enhancing human

capital development along the entire life cycle), and Objective 5 (strengthening good governance, security, and the role of the state in development) respectively.

The goal of the Human Capital Development Programme is to "promote a healthy, knowledgeable, skilled, ethical and productive population" while that of the Administration of Justice Programme goal is to "strengthen a people-centered justice delivery system in the regions" both of which align with the MGLSDSP theme of "Empowering communities for gender transformative inclusive growth, social innovation and safety".

3.1 Vision, Mission and Goal

Vision: "A better standard of living, gender equality, equity and social cohesion".

Mission: "To promote gender equality and empower women, the vulnerable and marginalized, and ensure decent employment and protection of the rights of all for social economic development"

Goal: "To transform communities and enhance productivity in a safe and secure environment based on inclusiveness and mutual respect".

3.2 Strategic Objectives

In pursuance of the Ministry's mandate, vision and mission, the strategic objectives of the Ministry over the NDPIV implementation period are clustered as

follows:

- i. To reduce vulnerabilities and gender disparities through inclusive empowerment and strengthened social protection systems;
- ii. To promote decent employment, skills development, and equitable labour justice;
- iii. To mobilize communities and advance the culture and creative industry to foster social cohesion and inclusive growth;
- iv. To promote early childhood development and juvenile justice for improved child well-being
- v. To improve institutional, policy, and coordination frameworks to ensure effective and efficient service delivery

3.3 MGLSD Objectives aligned to NDPIV Intermediate Outcomes

The 2025/26-2029/30 MGLSDSP is aligned to two strategic objectives of NDPIV as mapped below:

Table 8: Mapping of MGLSD-SP Objectives on NDPIV Intermediate Outcomes.

MGLSDSP Objectives:	NDPIV intermediate outcomes
To promote early childhood development and juvenile justice for improved child well-being	i. Enhanced compliance of duty bearers (families, parents and caregivers) to parenting standards. ii. Improved use of ADR mechanisms. iii. Improved disposal of juvenile related cases in the justice system. iv. Improved business processes (case backlog).
To promote decent employment, skills development, and equitable labour justice	i. Employment opportunities, safety and compliance to labour standards increased. ii. Improved disposal of labour related cases in the justice system.

To reduce vulnerabilities and gender disparities through inclusive empowerment and strengthened social protection systems	i. Enhanced access to social-economic services along the life cycle ii. Vulnerable persons protected from deprivation and livelihood risks iii. Improved gender relations in development processes
To mobilize communities and advance culture to foster social cohesion and inclusive growth	i. Increased participation of the population in development initiatives disaggregated by sex, nationality, disability, minority group location ii. Increased competitiveness of Ugandan cultural and creative goods and services on the local and international market
To improve institutional, policy, and coordination frameworks to ensure effective and efficient service delivery	i. Improved policy, legal, institutional and coordination

3.4. MGLSD Strategic interventions, Outputs and Actions.

The 2025/26-2029/30 MGLSDSP is aligned to two strategic objectives of NDPIV and two Programmes as mapped below;

Table 9: Mapping of MGLSD-SP Objectives against strategic interventions, Outputs and Actions.

MINISTRY STRATEGIC OBJECTIVES	INTERVENTIONS	OUTPUTS	ACTIONS
To strengthen early childhood development and juvenile justice to enhance child well-being	Improve Physical and Cognitive development of children below 8 years	Prevention and response strategies to abuse, exploitation and violence against children, 0 -8 years strengthened	i. Strengthen implementation of the National Integrated ECD policy ii. Licence, Inspect and monitor ECD Centers iii. Develop multi-sectoral coordination mechanisms for preventing and responding to abuse, exploitation and violence against children, 0 -8 years and their caregivers iv. Conduct campaigns on ECD and violence against children (VAC) v. Build capacity of families, parents, caregivers and duty bearers (CDOs, DCDOs, etc) on compliance to the parenting standards vi. Capacity Building for ECCD Service Providers and Stakeholders vii. Harmonise multisectoral coordination mechanism for prevention and response to violence against children, and adolescents at National and sub-national level to include refugees
	Strengthen delivery of court orders	Juveniles delivered to court	i. Delivery of juveniles to court

To promote decent employment, skills development, and equitable labour justice;	Promote human rights based approach	Juvenile human rights observed	i. Resettle juveniles with guardians/parents ii. Implement rehabilitation programmes
	Implement special programmes that promote equal opportunities to reduce vulnerability	Facilities responsive to persons with special needs established	i. Attend to Juveniles in courts ii. Resettle Juveniles
	Strengthen human resources in juvenile justice service delivery	Capacity of juvenile justice service duty bearers strengthened	i. Train Probation Officers on the RHMTS
	Establish a functional labour market	Compliance with labour laws, Policies ,Guidelines and standards strengthened	i. Review and develop Labour, employment and OSH policies, laws, regulations, guidelines and standards ii. Ratify, domesticate, and implement regional and international conventions on labour standard iii. Strengthen the capacity of labour inspection and enforcement iv. Promote/sensitise of workers and employers on labour social dialogue and collective bargaining v. Implement labour dispute settlement mechanism (assessment, settlement of labour disputes) vi. Undertake training of employers, workers on labour relations vii. Support the institutions for labour administration, workers and employers organizations at all levels.

			viii. Strengthen measures to eliminate all forms of child labour, forced labour and exploitation. ix. Undertake assessment and compensation of workers injured or diseased at work x. Operationalize the Labour Arbitration Board & Medical Arbitration xi. Undertake the Registration and Regulation of the labour unions
	Industrial peace and harmony at workplaces strengthened	i. Conduct settlement of labour complaints and disputes ii. Conduct training of employers on industrial relations iii. Undertake the Registration and Regulation of the labour unions	
	Safe, orderly and regular labour migration promoted	i. Facilitate labour externalization process ii. Provide psychosocial counseling to migrant & returnee workers iii. Negotiate, sign & implement BLAs & MoUs with destination countries for expansion of external decent employment opportunities iv. Accredite pre-departure training companies v. Strengthen monitoring and workplace inspection	

			vi. Implement the guidelines for labour inspectors in combating labour trafficking in Uganda vii. Deploy Labour attachés in major host countries
		Programmes to support entrepreneurship for job creation developed and implemented	i. Rollout and monitor Digital Job Matching platform ii. Implement the SSENTE program for Job growth (Supporting Jua-kali Enterprises to transition into formal Economy) iii. Strengthen institutional capacity to implement the green jobs programme to ensure that job creation is aligned with sustainability goals iv. Undertake a school to Work Transition survey v. Establish, upgrade and equip common user facilities for improved transition to employment vi. Provide support to Micro, Small and Medium Enterprises through access to finance, capacity building, and market access vii. Implement the Decent Work Country Programme viii. Establish and operationalize 5 regional job centers with satellite stations in 13 refugee settlements and Host Communities i. Advocate for pro-employment budgeting. (Note: Institutions to have quota system with atleast 5% employess vulnerable)
		Labour market inclusion of vulnerable/ special groups such as migrant returnees,	

		refugees, strengthened	PWDs	ii. Promote labour market inclusion of vulnerable/special groups such as refugees, PWDs.
		Functional labour market information system (LMIS) developed		i. Functionalize the LMIS ii. Mainstream employment reporting in all government programs and projects iii. Undertake regular Labour Market analysis, skills profiling and audit iv. Conduct capacity building of stakeholders on LMIS v. Strengthen the role of M&E and Statistics departments in compilation of data for the LMIS vi. Design a functional/interactive digital job matching platform vii. Promote digital literacy for employability viii. Conduct dissemination of information on various platforms that can be used by small businesses ix. Collect, review, and analyze Annual Labour and Employment Returns from employers
	Improving Occupational Safety and Health (OSH) management	Chemical safety & security management strengthened		i. Implement the OSH strategy ii. Strengthen the national OSH Management System

			iii. Strengthen the capacity for OSH inspection and enforcement iv. Mainstream Occupational Safety and Health in all sectors of the economy v. Strengthen mechanisms for identification and prevention of occupational hazards, accidents and diseases
			i. Procure specialised machinery for workplace chemical detection and handling ii. Train workers, employers & Labour Officers on chemical handling iii. Train workers, employers & Labour Officers on chemical handling iv. Conduct awareness campaigns on chemical safety v. Inspect workplaces for chemical safety
	Promote labour productivity, research, innovation, and technology uptake	National Productivity Centre established and operationalised	i. Establish and operationalise National Productivity Centre ii. Develop and implement learning, research and innovation programs for the centre iii. Undertake labour National Productivity Survey iv. Implement National Productivity Research and innovation Agenda v. Introduce and implement national productivity programs (work improvement teams, annual

		Workforce development and upskilling programs implemented.	i. Implement National Apprenticeship and Graduate Volunteers Programme ii. Implement National Productivity Research and innovation Agenda iii. Introduce and implement national productivity programs (work improvement teams, annual productivity campaigns, National Productivity awards)
		National productivity, labour, employment and OSH research and innovation promoted	i. Conduct employment impact assessment studies on public investments ii. Develop National OSH Research strategy iii. Operationalise the National OSH Research strategy
	Increase public awareness and advocacy for Justice services.	Advocacy and public awareness campaigns conducted	i. Conduct community outreaches on labour laws and regulations ii. Translate, print, and disseminate Labour Laws, Policies, and Regulations iii. Undertake community awareness creation and facilitate case disposal process iv. Conduct Annual National Forums on Labour Justice in Uganda

	Increase efficiency and effectiveness of justice delivery processes	Labour justice delivery systems automated and integrate	i. Digitize Labour Courts with Court Case information management system. ii. Design and establish functional labour complaints management information system
	Provide legal reference materials	Legal reference materials provided	Provide legal reference materials to KCCA legal department
	Strengthen measures to reduce case backlog (Labour)	Case backlog reduction measures enhanced	Conduct backlog reduction sessions
	Strengthen research and innovation in administration of justice	Research on labour justice service delivery conducted	i. Carryout research on innovative and transformative ways of delivering Justice
	Promote use of ADR in justice delivery processes	Use of mediation for dispute settlement promoted	Apply mediation in settlement of disputes
	Strengthen case management	Labour cases disposed of	i. Dispose of labour disputes
		Criminal cases prosecuted	Undertake community awareness creation and facilitate case disposal processes
	Strengthen provision of legal aid services and state brief scheme.	Legal aid services and state brief services provided	Contract firms to undertake conciliation and mediation of labor complaints and disputes
	Strengthen human resources in labour justice service delivery	Capacity of labour justice service duty bearers strengthened	i. Train Labour Officers in Conciliation, Mediation and Arbitration of labour complaints and disputes settlement

			ii. Train Labour Officers on Prosecution, Conciliation, Mediation and Arbitration iii. Train Workers Organs in Conciliation, Mediation and Arbitration of labour complaints and disputes settlement iv. Train Judges, Registrars, Panellists, Labour Officers and Staff on Court proceedings v. Train Judges on International Labour Standards vi. Train Labour officers and workers trained on policies, Laws and Regulations on Labour policies, Laws and Regulations
	Expand scope and coverage of livelihood enhancement and economic empowerment programmes for Youth, Women, Older Persons, PWDs and ethnic minorities	Capacity of labour justice service duty bearers strengthened	i. Implement YLP across the country ii. Implement National Special Grant for PWDs iii. Implement the National Special Enterprise Grant for Older Persons iv. Implement the Youth Capital Venture Fund v. Implement the green jobs program vi. Develop and implement a National Enterprise Program for indigenous ethnic minorities i. Implement the Jobs and livelihoods Integrated Response Plan (refugees and host communities)
To reduce vulnerabilities and gender disparities through inclusive empowerment and	Expand the scope and coverage of Social Security along the life cycle.	Youth, Women, Older Persons, PWDs, indigenous ethnic minorities and refugees livelihood and	i. Implement YLP across the country ii. Implement National Special Grant for PWDs

strengthened social protection systems;		empowerment programmes implemented	iii. Implement the National Special Enterprise Grant for Older Persons iv. Implement the Youth Capital Venture Fund v. Implement the Youth Capital Venture Fund vi. Develop and implement a National Enterprise Program for indigenous ethnic minorities i. Increase the coverage of Senior Citizens Grant ii. Develop and implement the Severe Child Disability Grant iii. Develop and implement the Nutrition Child Sensitive Social Protection Programme iv. Develop and implement Labour Intensive Public Works Programme v. Scale up the Girls Empowering Programme to urban areas vi. Develop and progressively expand coverage of School Feeding Programmes, especially for highly vulnerable areas vii. Expand Provision of Senior Citizens Grant to displaced persons. viii. Expand provision of Senior Citizens Grant to Refugees under the CRRF
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		Contributory Social Security to workers in the formal and Informal Sector expanded	i. Design the social security schemes for the informal sector ii. Implement a strategy for Expanding Social Security to the Informal Sector iii. Promote “social security literacy” in entrepreneurship and business development programmes such as the Parish Development Model, Emyooga iv. Review the legal and policy frameworks to include previously uncovered workers (formal and informal) in the existing social security schemes v. Reform the public pension scheme. vi. Reform NSSF. vii. Work man compensation reforms
			i. Finalise the DRR Bill and Disaster Risk Financing Strategy ii. Strengthen coordination mechanisms and track progress on implementation of shock responsive social protection iii. Develop an emergency fund to respond to disasters
		Social protection systems strengthened	i. Strengthen Social Protection Management Information systems (functionalisation of the National Single Registry, development of a

			National Social Registry and Management Information Systems for SP Programmes, enhance interoperability of MIS for SP programmes to the NSR, NID systems and other administrative databases of government) ii. Build and Strengthen the Capacity of key Stakeholders in the design and implementation of Social Protection iii. Review the Social Protection Policy and other relevant Social Protection Legal and Policy Framework iv. Strengthen Social Protection Complaints and Grievance handling mechanisms v. Strengthen Social protection coordination mechanisms at national and local level vi. Strengthen Research, monitoring and evaluation for Social Protection
	Provide holistic social care and support (assistance) services to vulnerable groups	Holistic Social Care and Support for the Poor and Vulnerable persons provided across the Lifecycle	i. Scale up the provision of holistic, integrated and quality SCSS to vulnerable individuals ii. Rescue, rehabilitate and resettle children from the street iii. Report and handle cases of child abuse iv. Enhance access to complementary services by vulnerable individuals and care givers.

			v.	Rehabilitate and equip social care and support institutions
			vi.	Provide rehabilitate services to Persons with Disabilities
			vii.	Establish and equip safe spaces for the youth in cities
			viii.	Provide psychosocial support to child survivors of physical, sexual or psychological violence aggregated by sex, age, disability, nationality and refugee status
			ix.	Strengthen the regulatory framework for the delivery of holistic, integrated and quality SCSS to vulnerable individuals
			x.	Establish and equip safe spaces for the youth in urban areas
			xi.	Strengthen institutional capacity and systems for delivery of holistic SCSS.
			xii.	Develop a regulatory framework for the Social care and support services and the social service workforce
		Family and Community capacities to care and	xiii.	Construct and retool reception centers, remand homes, and youth skill development centers for abandoned children
			i.	Strengthen Social Service Workforce to deliver comprehensive care and support services

		support vulnerable individuals strengthened	ii. Build capacity of the social service workforce
	Promote Women's economic empowerment, leadership and participation in decision making through investment in entrepreneurship programmes, business centres	Women participation in development processes increased	i. Implement the Uganda Women Entrepreneurship Programme ii. Implement the Generating Growth Opportunities and Productivity for Women Enterprises (GROW) Project iii. Provide the Generating Growth Opportunities and Productivity for Women Enterprises (GROW) Project Counterpart funding iv. Develop/ review Policy and legal framework on Gender and Women Affairs v. Implement the male engagement strategy i. Support operations of the National Women's Council (Administrative cost overheads)

	Promote gender equality and equity responsive planning, budgeting and implementation	Gender and equity compliance assessments conducted	i. Build capacity of MDAs, LGs and private entities in gender equality and equity responsive budgeting, planning and implementation ii. Mapping of private entities implementing gender and equity guidelines iii. Conduct G&E compliance assessment on MDAs, LGs and Private entities. iv. Enhance protection, respect and redress mechanisms on human rights v. Monitor the implementation of laws and policies on gender equality equity and women empowerment vi. Mainstreaming of gender equality, equity, disability, human rights based approach in implementation and monitoring vii. Coordinate and engage stakeholders on gender equality, equity, disability and human rights in planning, budgeting and implementation viii. Conduct onspot check for G&E Commitments annually)
			i. Generate gender statistics at all levels (Surveys) ii. Conduct assessments on gender equality, equity and women empowerment iii. Build capacity of statisticians, researchers and policy makers on gender statistics at all levels
			Gender statistics produced, accessed and used

		Gender Based Violence (GBV) and VAC prevention and response interventions scaled up at all levels	i. Develop, maintain and regularly update the Application Programming Interface (API) that links different GBV management information systems to the NGBVD ii. Strengthen GBV coordination structures at all levels iii. Strengthen GBV referral pathway at all levels iv. Monitor compliance of the GBV referral pathway v. Provide psychosocial support to child survivors of physical, sexual or psychological violence aggregated by sex, age, disability, nationality and refugee status vi. Conduct inspection of GBV Shelters on compliance with GBV Shelter Guidelines 2020 vii. Design, development, pilot and roll out a harmonized data management system for child care and protection
		Protection, respect and redress mechanisms for Human rights enhanced	i. Provide social justice services, (legal clinic, tribal, public inquiries, mobile clinics) targeting vulnerable groups (PWDs, Children, Older Persons, Women, Men, Ethnic Minorities, Youth). ii. Build capacity of stakeholders on Human Rights Based Approach to programming

		Implement National Action Plan (NAP) on Business and Human Rights (BHR)	iii. Enhance awareness and engagement on Human Rights (HR) in Uganda iv. Implement National Action Plan (NAP) on Business and Human Rights (BHR) i. Conduct assessment of social risk management gaps in projects ii. Build capacity of stakeholders on social risk management in projects and programmes
	National Blue Print on Disability Prevention, Management and Inclusion implemente		i. Implement the National Blue Print on Disability Prevention, Management and Inclusion ii. Provide non-formal vocational, entrepreneurial and life skills trainings to youth with disabilities to enhance their employability
	Structures of the Council for Special Interest Groups (Older Persons, Women, Youth, Persons with Disabilities) strengthened		i. Operationalise the Secretariat of Council for Special Interest Groups (Older Persons, Women, Youth, Persons with Disabilities) ii. Mobilize the youth to participate in civic and development processes iii. Mobilize the women to participate in civic and development processes iv. Mobilize the Person with Disabilities to participate in civic and development processes v. Mobilize the older persons to participate in civic and development processes

			vi. Build capacity of Youth, PWDs and Women to participate in public procurement processes vii. Strengthen compliance to the affirmative action for the reservation scheme
		Observance to Human rights strengthened	Enhance Institutional capacities to implement National Action Plan (NAP) on Business and Human Rights (BHR) Enhance awareness and engagement of Ugandans in Businesses on Human Rights in Uganda Build capacity of stakeholders (CG, LG, Private sector, political heads) on Human Rights Based Approach to programming Implementation of the Human Rights based Approach to programming in LGs, MDAs
	Promote community mobilization, sensitization and awareness creation for demand and uptake of development initiatives	Increased awareness and capacity of community members to participate in and influence national development processes	i. Develop and implement targeted awareness programs on key development issues on civic rights, duties and responsibilities; government programmes; national vision; interest; values and common good. ii. Implement the male engagement strategy iii. Mobilisation of Special Interest Groups (Women, Youth, Older Persons, Persons with Disabilities) for uptake of government programmes.

			iv. Mobilize communities for good community based food and nutrition, sanitation and hygiene practices v. Integrated and area-based sustainable solutions to eliminate child labour vi. Conduct household mentorship on behavioural change against negative/harmful traditional/religious practices and beliefs, child marriages, teenage pregnancies vii. Implement Village Savings and Loans Association model for household economic empowerment viii. Develop ordinances against child marriage, teenage pregnancies and all forms of abuse against children ix. Mobilize children/ adolescents or out of school children to go back to school. x. Strengthen participation of Religious and Faith Organisations (RFOs) in Community and National Development xi. Implement Household mentorship and visioning to empower households to demand and uptake government development initiatives xii. Develop ordinances against child marriage, teenage pregnancies and all forms of abuse against children
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To mobilize communities and advancing culture and creative industry to foster social cohesion and inclusive growth;	Build capacities and equip community institutions at central, local government and non-state actors	Institutional capacity for central, local government, political leaders and non-state actors in the implementation of CMMC strengthened	xiii. Conduct barazas - Training of central, local government, political, religious and cultural leaders and non-state actors in the implementation of CMMC - Retool the CG, LG (technical and political) and community leaders to mobilize communities. - Expand the knowledge base on root causes and drivers of child labour - Develop and implement CMMC service delivery standards - Tracking progress of implementation of CMMC initiatives at all levels
	Develop and Implement a national civic education and adult literacy programmes with emphasis on roles and responsibilities of families, communities and citizens	Robust non formal Adult Learning and community Education System implemented	- Roll out and implement the ICOLEW - Develop and disseminate National Qualification framework for adult learning and community education - Establish and equip Community Learning centers as hubs of intergrated service delivery revitalized - Build capacity of community structures on Village Savings and Loans Associations (VSLAs) model for household economic empowerment
	Empower culture and creative practitioners with resources, entrepreneurship skills and opportunities using	National Arts Council established	Establish a National Arts Council to oversee the regulation and development of the culture and creative industry through provision of technical

	appropriate technologies and innovations for value addition.		support for artists and cultural institutions and organizations.
		Practitioners and entrepreneurs capacity enhanced (Music, films, visual art, fashion and design etc.)	ii. Integrate cultural contexts into nutrition interventions.
		Cultural heritage preserved and promoted	i. Support traditional cultural institutions to preserve, promote indigenous knowledge, norms, traditions, skills, practices and conduct research and documentation on cultural heritage
		An enabling environment for Small and medium CCI enterprises created	ii. Conduct research and documentation on cultural heritage i. Create network and collaboration platforms to facilitate connection between SMEs, industry leaders, mentors, peers, potential investors and other stakeholders to foster collaboration and partnerships. ii. Facilitate CCIs SMEs to access markets both domestic and international through trade missions, exhibitions and e-commerce infrastructure, certification and labelling. iii. Establish dedicated government grants, venture capital and corporate partnerships, and specialized funding programmes to provide

			iv. financial support to CCLs SMEs to get started, scale up or develop new projects iv. Review the intellectual property and traditional knowledge rights laws
		National and Regional Art and cultural centers established	i. Redevelop and equip the Uganda National Cultural Center into a modern state of the art one stop art cultural center. ii. Establish regional one stop art and cultural centers in 4 cities. iii. Develop NOMMO gallery and visual art galleries in 4 cities. iv. Develop ICT infrastructure to support CCLs
To improve institutional, policy and coordination frameworks to ensure effective and efficient service delivery	Develop and review policies and regulations related for MGLSD	Policies for MGLSD reviewed and developed	i. Develop and review policies for MGLSD ii. Develop and review regulations for MGLSD iii. Pay MoGLSD General Staff Salaries, pension and gratuity expenses iv. Recruitment for MGLSD v. LGs - Conditional Grant vi. Provide support to MoGLSD Subventions (Secretariate for the special interest groups council, Inter religious council, Uganda National Cultural Center, Grants to cultural leaders/ Institutions)

			vii. Strengthen the Community Based Services Department in all LGs to deliver Social Development Programmes viii. Undertake planning, budget preparation and reporting (prepare plans and BFPs) ix. Organise and attend national, regional and international meetings, consultative meetings and partner coordination x. Disseminate Regional and international declarations, protocols and Memorandum of Cooperation xi. Facilitate Procurement and inventory function MGLSD xii. Offset Ministry rent expenses xiii. Administrative cost overhead offset xiv. Administrative cost overhead offset xv. Prepare Policy briefs and position papers on topical sectoral public policy issues xvi. Subscriptions / Contributions to International Organisations (ILO, OPCW, ARLAC) disseminate regional and international protocols, coordination) xvii. Strengthen the partnership and coordination mechanism for Gender sub-programme
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		Justice service delivery points equipped	i. Equip Remand homes
		Transport equipment acquired	ii. Equip industrial court and Labour Offices as quasi Courts of first instance
	Strengthen Gov't institutions for effective and efficient service delivery (AJP)	Projects coordinated	Procure and acquire vehicles for legal aid, research, and law reporting
Undertake monitoring, evaluation and reporting for social development interventions.	Monitoring, Evaluation and reporting conducted		Undertake project feasibility studies
			i. Produce statistical abstracts MGLSD
			ii. Develop MGLSD Strategic Plan
			iii. Prepare & disseminate M&E Plan for MGLSD Strategic Plan
			iv. Compile and disseminate MGLSD performance reports
			v. Develop and functionalise the Social Development MIS
			vi. Carry out project implementation monitoring
			vii. Undertake MGLSD SP and program/project evaluations
			viii. follow up on recommendations from the monitoring and evaluation reports
			ix. Establish and functionalize the Social Development Partners Coordination Framework

	Integrate crosscutting issues in the implementation in social development interventions	Integrate crosscutting issues in the programme	
			x. Conduct quarterly, annual midterm and endterm performance reviews for all Programs i. Gender and equity •Conducting Gender and equity mainstreaming • Mainstream gender in all the 18 NDP IV programmes Mainstream gender in all the 18 NDP IV programmes ii. Mainstream HIV/ AIDs •Step up work place inspections to enforce the National HIV Policy. •Fast-track development and implementation of the Ministry HIV Policy in line with the National Policy. • Promote Community-based mindset change and behavioral change strategies for HIV/ AIDS awareness, prevention and Psycho-social support. iii. Mainstream Population and development in the plan implementation • Integrated Early Childhood Development programmes implemented. •Manual to integrate family planning developed. • Model Household and village improvement campaigns implemented.

			• Family Strengthening and Parenting strategy developed. • Family strengthening programmes developed. • Regulations and manuals developed. • Parenting agenda popularised iv. Mainstream Disaster preparedness in the plan implementation • Develop a Comprehensive Refugee Response Plan, Jobs and Livelihoods Component. • Promote disaster preparedness in social development interventions.
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04

**CHAPTER
FOUR:**

INSTITUTIONAL ARRANGEMENTS AND IMPLEMENTATION PLAN

04

CHAPTER
FOUR:

INSTITUTIONAL ARRANGEMENTS AND IMPLEMENTATION PLAN

4.0 Introduction

This chapter shows how the Ministry's strategic plan will be implemented. This chapter presents critical components for the successful implementation of the MGLSDSP. It outlines the key principles, approaches, and mechanisms that will guide the Ministry's efforts in translating strategic objectives into tangible outcomes and impacts for the population along the life cycle. It recognizes that effective implementation requires not only internal capacity but also strong collaboration and synergy with external stakeholders.

4.1 Institutional Sustainability Arrangements

To ensure the long-term success and impact of the MGLSD Strategic Plan, robust institutional sustainability arrangements will be established. These include strengthening the capacity of existing structures within the Ministry and fostering an enabling environment for policy implementation. The Ministry will institutionalize effective monitoring and evaluation systems to track progress, inform decision-making, and ensure accountability. Additionally, efforts will be made to embed the strategic goals within the routine functions and organizational culture of the Ministry, promoting ownership at all levels. Establishing clear coordination frameworks for social development, gender mainstreaming,

and labor issues, will facilitate continuity beyond the lifespan of specific projects. Regular capacity building programs, knowledge management systems, and leadership development initiatives will further enhance institutional resilience and sustainability.

4.2 Partnerships and Collaborations

Partnerships and collaborations will be central to achieving the objectives of the MGLSDSP. The Ministry will actively foster strategic alliances with MDAs, development partners, civil society organizations, academic institutions, the private sector, and community groups. These collaborations will enable resource sharing, capacity strengthening, knowledge exchange, and joint implementation of projects. Formalized Memoranda of Understanding (MoUs) will be established to delineate roles, responsibilities, and resource commitments. The Ministry will also engage in regional and international networks to adopt best practices and leverage global expertise. Strengthening partnerships will promote innovation, scale-up successful interventions, and ensure the sustainability of social development initiatives.

Effective coordination of stakeholders is paramount to avoid duplication, maximize synergies, and ensure a harmonized approach to implementation. The MGLSD will establish and strengthen the following coordination mechanisms:

Partnerships and collaborations will be central to sustaining the MGLSDSP, as they enable resource leveraging, innovation, and wider ownership. Sustainability will be enhanced through:

- i. **I n t e r - A g e n c y Collaboration:** Stronger linkages with government ministries, departments, and agencies (MDAs) will promote synergies, reduce duplication, and ensure alignment with sector priorities.
- ii. **Development Partner Engagement:** Bilateral and multilateral partners will provide technical support, funding, and capacity-building to complement domestic efforts.
- iii. **Private Sector Strategic Engagement:** collaboration with businesses will open opportunities for financing, innovation, and knowledge-sharing in areas such as technology, data systems, and service delivery.
- iv. **Civil Society and Community-Based Organizations:** Civil society will play a critical role in advocacy, citizen mobilization, and ensuring that interventions remain inclusive and responsive to community needs.
- v. **Regional and International Networks:** Linkages with regional economic communities, professional associations, and global networks will facilitate exchange of best practices, benchmarking, and peer learning.
- vi. **Local Government engagement platforms:** Establishing and strengthening regular forums for engagement and coordination

with local government officials responsible for implementing social development interventions.

- vii. **Community-level coordination:** Supporting the establishment and functioning of community-level coordination structures where appropriate, to facilitate the delivery of all the 18 NDP IV programme services and engagement of beneficiaries and aligned to the PDM.

4.3 Human Resource Plan

To effectively implement the Strategic Plan, a comprehensive Human Resource (HR) plan will be developed and executed. This plan will focus on attracting, retaining, and developing skilled personnel aligned with the Ministry's strategic priorities. Key components include establishing a Training Committee, conducting a Human Resource Needs Assessment to identify capacity gaps, followed by targeted recruitment and training programs. The HR plan will emphasize gender equity and diversity to build a representative Social Development workforce. Continuous professional development opportunities, including technical training, leadership development, and performance management systems, will be prioritized to enhance staff motivation and productivity. Additionally, succession planning will be institutionalized to ensure leadership continuity. The Ministry will also foster a positive organizational culture that promotes teamwork, innovation, and accountability, creating an environment conducive to sustainable growth and effective service delivery.

In summary, successful implementation of the strategic plan will require the following:

- a) Ownership of the plan by all stakeholders including MDAs, LGs, NGOs Development Partners, and the Private Sector.
- b) Establishment and functionalizing coordination frameworks i.e. Development Partners coordination framework, NGO Partners, and Technical Working Groups composed of MDAs implementing Social Development interventions to harmonize resource mobilization, planning, implementation and review of performance.
- c) Presence of sufficient numbers of qualified, motivated and committed staff as guided by the staff structure.
- d) Strong capacity of the MGLSD and Community Based Services Department at the Local Government level to implement Social Development programmes.
- e) Availability of sufficient financial resources.
- f) Risk mitigation.
- g) Effective monitoring and evaluation to support implementation.

The implementation of this strategic plan will use GoU funds and will be complemented by the support from the NGOs and development partners who support the funding and implementation of social development interventions.

The Ministry will scale up efforts of capturing off-budget for all the stakeholders implementing Social Development interventions including Development Partners, Private Sector and Civil Society Organizations in the NDP IV period.

Table 10 below provides a detailed cost implementation matrix of the plan with the responsibility center for each of the planned actions:

Detailed cost implementation matrix of the plan with the responsibility center for each of the planned actions (in billions)

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
HUMAN CAPITAL DEVELOPMENT PROGRAMME							
Objective 1: To promote early childhood development and juvenile justice for improved child well-being							
Intervention: Improve Physical and Cognitive development of children below 8 years							
Prevention and response strategies to abuse, exploitation and violence against children, 0-8 years strengthened	Strengthen implementation of the National Integrated ECD policy	0.02	20.21	21.70	22.70	21.70	Youth & Children
	Licence, Inspect and monitor ECD Centers	0.50	0.50	0.50	0.50	1.00	Youth & Children
	Develop multi-sectoral coordination mechanisms for preventing and responding to abuse, exploitation and violence against children, 0-8 years and their caregivers	0.12	0.12	0.13	0.13	0.13	Youth & Children, Gender & Women Affairs, Culture & Family Affairs
	Build capacity of families, parents, caregivers and duty bearers (CDOs, DCDOs, etc.) on compliance to the parenting standards	0.00	0.00	2.60	2.60	2.60	Youth & Children, Gender & Women Affairs, Culture & Family Affairs

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
special needs established	Resettle Juveniles	1.09	1.09	1.09	1.09	1.09	Youth & Children
Capacity of juvenile justice service duty bearers strengthened	Train Probation Officers on the RHMIS	0.053	0.053	0.053	0.053	0.053	Youth & Children
HUMAN CAPITAL DEVELOPMENT PROGRAMME							
Objective 2: To promote decent work, skills development and equitable Labour justice							
Intervention: Establish a functional Labour market							
Compliance with labour laws, Policies, Guidelines and standards strengthened	Review and develop labour, employment and OSH policies, laws, regulations, guidelines and standards	0.100	0.100	0.100	0.100	0.100	Labour & Industrial Relations, Occupational Safety & Health, Employment Services, Industrial Court

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Ratify, domesticate, and implement regional and international conventions on labour standards.	0.100	0.100	0.120	0.120	0.150	Labour & Industrial Relations, Occupational Safety & Health, Employment Services, Industrial Court
	Strengthen the capacity of labour inspection and enforcement	0.230	0.230	0.230	0.230	0.230	Labour & Industrial Relations, Occupational Safety & Health, Employment Services, Industrial Court

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Promote/sensitize of workers and employers on labour social dialogue and collective bargaining.	0.250	0.250	0.250	0.250	0.250	Labour & Industrial Relations, Occupational Safety & Health, Employment Services, Industrial Court
	Implement labour dispute settlement mechanism(assessment, settlement of labour disputes)	0.200	0.200	0.200	0.200	0.200	Labour & Industrial Relations, Occupational Safety & Health, Employment Services, Industrial Court
	Undertake training of employers, workers on labour relations	0.700	0.700	0.700	0.700	0.700	Labour & Industrial Relations, Occupational Safety &

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
							Health, Employment Services, Industrial Court
	Support the institutions for labour administration, workers and employers organizations at all levels.	0.800	0.800	0.800	0.800	0.800	Labour & Industrial Relations, Occupational Safety & Health, Employment Services, Industrial Court
	Strengthen measures to eliminate all forms of child labour, forced labour and exploitation.	0.550	0.550	0.550	0.550	0.550	Labour & Industrial Relations, Occupational Safety & Health, Employment Services,

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
							Industrial Court
	Undertake assessment and compensation of workers injured or diseased at work	0.921	0.270	0.270	0.270	0.270	Labour & Industrial Relations, Occupational Safety & Health, Employment Services, Industrial Court
	Operationalize the Labour Arbitration Board &Medical Arbitration	0.041	0.735	0.772	0.810	0.851	Labour & Industrial Relations, Occupational Safety & Health, Employment Services, Industrial Court

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Industrial peace and harmony at workplaces strengthened	Undertake the Registration and Regulation of the labour unions	0.800	0.800	0.800	0.800	0.800	Labour & Industrial Relations, Occupational Safety & Health, Employment Services, Industrial Court
	Conduct settlement of labour complaints and disputes	0.50	0.50	0.50	0.50	0.50	Labour & Industrial Relations, Occupational Safety & Health, Employment Services, Industrial Court
	Conduct training of employers on industrial relations	0.60	0.60	0.60	0.60	0.60	Labour & Industrial Relations, Occupational Safety &

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Safe, orderly and regular labour migration promoted							Health, Employment Services, Industrial Court
	Undertake the Registration and Regulation of the labour unions	0.80	0.80	0.80	0.80	0.80	Labour & Industrial Relations
	Conduct training of workers on industrial relations	0.70	0.70	0.70	0.70	0.70	Labour & Industrial Relations
	Facilitate labour externalisation processes	12.00	12.00	12.00	12.00	12.00	Employment Services
	Provide psychosocial counseling to migrant & returnee workers	0.90	1.50	1.50	1.50	2.00	Employment Services
	Negotiate, sign & implement BLAs & MoUs with destination countries for expansion of external decent employment opportunities	2.50	3.00	3.00	3.00	4.00	Employment Services
	Accredit pre-departure training companies	0.02	0.02	0.03	0.03	0.03	Employment Services
	Strengthen monitoring and workplace inspection	0.82	0.82	0.90	1.00	1.00	Employment Services

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Programmes to support entrepreneurship for job creation developed and implemented	Implement the guidelines for labour inspectors in combating labour trafficking in Uganda	0.50	0.50	0.50	0.50	0.50	Employment Services
	Strengthen online monitoring of migrant workers in destination countries	1.50	1.50	1.50	1.50	1.50	Employment Services
	Deploy Labour attachés in major host countries	4.00	4.00	4.00	4.00	4.00	Employment Services
	Rollout and monitor Digital Job Matching platform	0.600	0.200	0.200	0.250	0.280	Labour & Industrial Relations, Employment Services
	Implement the SSENTE program for job growth (Supporting Jua-kali Enterprises to transition into formal Economy)	2.220	2.220	2.220	2.220	2.220	Labour & Industrial Relations
	Strengthen institutional capacity to implement the green jobs programme to ensure that job creation is aligned with sustainability goals	3.000	3.375	3.750	4.500	4.500	Labour & Industrial Relations
	Undertake a school to Work Transition survey	1.500	1.500	1.500	1.500	1.500	Labour & Industrial Relations

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Establish, upgrade and equip common user facilities for improved transition to employment	4.840	4.840	0.400	0.400	0.400	Labour & Industrial Relations
	Provide support to Micro, Small and Medium Enterprises through access to finance, capacity building, and market access	32.079	13.986	-	-	-	Labour & Industrial Relations
	Implement the Decent Work Country Programme	1.000	1.000	1.000	1.000	1.000	Labour & Industrial Relations
	Establish and operationalize 5 regional job centers with satellite stations in 13 refugee settlements and Host Communities.	0.684	1.368	0.684	0.684	0.684	Labour & Industrial Relations
	Advocate for pro-employment budgeting. (Note; <i>Institutions to have quota system with at least 5% employees vulnerable</i>)	1.9	1.5	1.6	1.6	1.6	Labour & Industrial Relations, Employment Services
Labour market inclusion of vulnerable/special groups such as migrant returnees, refugees, PWDs strengthened	Promote labour market inclusion of vulnerable/special groups such as refugees, PWDs.	32.425	32.325	32.325	32.325	32.325	Labour & Industrial Relations

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Functional labour market information system (LMIS) developed	Functionalize the LMIS	10	10	10	10	10	Labour & Industrial Relations
	Mainstream employment reporting in all government programs and projects	0.50	0.50	0.50	0.50	0.50	Labour & Industrial Relations, Employment Services
	Undertake regular Labour Market analysis, skills profiling and audit	0.50	0.50	0.50	0.50	0.50	Labour & Industrial Relations
	Conduct capacity building of stakeholders on LMIS	1.00	1.00	1.00	1.00	1.00	Labour & Industrial Relations
	Strengthen the role of M&E and Statistics departments in compilation of data for the LMIS	0.30	0.30	0.30	0.30	0.30	Labour & Industrial Relations
	Design a functional/interactive digital job matching platform	1.10	1.10	1.10	1.05	1.05	Employment Services
	Promote the development and implementation of online business operating solutions	0.50	0.50	0.50	0.50	0.50	Labour & Industrial Relations,

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
							Employment Services
	Promote digital literacy for employability	1.10	1.10	1.10	1.10	1.10	Employment Services
	Conduct dissemination of information on various platforms that can be used by small businesses	2.00	2.00	2.00	2.00	2.00	Labour & Industrial Relations, Employment Services
	Collect, review, and analyze Annual Labour and Employment Returns from employers	0.50	0.50	0.50	0.50	0.50	Labour & Industrial Relations, Employment Services
Intervention: Improving Occupational Safety and Health (OSH) management							
Mechanisms for reducing workplace injuries, accidents and occupational diseases implemented	Implement the OSH strategy	6.878	5.525	5.315	5.685	5.185	Occupational Safety and Health
	Strengthen the national OSH Management System	2.500	2.550	2.600	2.600	2.600	Occupational Safety and Health

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Chemical safety & security management strengthened	Mainstream Occupational Safety and Health in all sectors of the economy	1.200	1.250	1.300	1.300	1.300	Occupational Safety and Health
	Strengthen the capacity for OSH inspection and enforcement	0.600	0.650	0.700	0.700	0.700	Occupational Safety and Health
	Strengthen mechanisms for identification and prevention of occupational hazards, accidents and diseases	2.000	2.100	2.300	2.300	2.300	Occupational Safety and Health
	Strengthen the capacity of employers to monitor health of all their workers	0.400	0.450	0.600	0.600	0.600	Occupational Safety and Health
	Procure specialised machinery for workplace chemical detection and handling	1.50	1.50	-	-	1.50	Occupational Safety and Health
	Train workers, employers & Labour Officers on chemical handling	0.32	0.32	0.32	0.32	0.32	Occupational Safety and Health
	Conduct awareness campaigns on chemical safety	0.38	0.38	0.38	0.38	0.38	Occupational Safety and Health

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Inspect workplaces for chemical safety	0.40	0.45	0.48	0.50	0.52	Occupational Safety and Health
Intervention: Promote labour productivity, research, innovation, and technology uptake							
National Productivity Centre established and operationalized	Establish and operationalise National Productivity Centre	0.050	0.100	1.000	20.000	10.000	Labour & Industrial Relations
	Develop and implement learning, research and innovation programs for the centre	0.600	0.600	0.600	0.600	0.600	Labour & Industrial Relations
	Undertake labour National Productivity Survey	1.500	-	1.500	-	1.500	Labour & Industrial Relations
	Implement National Productivity Research and Innovation Agenda	0.050	0.100	1.000	20.000	10.000	Labour & Industrial Relations
	Conduct employment impact assessment studies on public investments	0.100	0.100	0.100	0.100	0.100	Labour & Industrial Relations

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Introduce and implement national productivity programs (work improvement teams, annual productivity campaigns, National Productivity awards)	0.500	0.700	0.900	1.100	1.300	Labour & Industrial Relations
Workforce development and upskilling programs implemented.	Implement National Apprenticeship and Graduate Volunteers Programme	1.250	2.250	5.250	10.250	20.250	Labour & Industrial Relations
	Implement National Productivity Research and Innovation Agenda	0.200	0.200	0.300	0.500	0.500	Labour & Industrial Relations
	Introduce and implement national productivity programs (work improvement teams, annual productivity campaigns, National Productivity awards)	0.500	0.700	0.900	1.100	1.300	Labour & Industrial Relations
	Carry out labour law audits	0.20	0.20	0.20	0.20	0.20	Labour & Industrial Relations
National productivity, labour, employment and OSH research and	Conduct employment impact assessment studies on public investments	0.100	0.105	0.110	0.111	0.111	Employment Services
	Develop National OSH Research strategy	0.200	0.250	0.300	0.350	0.400	Occupational Safety and Health

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
innovation promoted	Operationalise the National OSH Research strategy	0.150	0.170	0.190	0.210	0.230	Occupational Safety and Health
Intervention: Increase public awareness and advocacy for labour justice services							
Advocacy and public awareness campaigns conducted	Conduct community outreaches on labour laws and regulations	0.100	0.100	0.100	0.100	0.100	Labour & Industrial Relations
	Translate, print, and disseminate Labour Laws, Policies, and Regulations	0.300	0.300	0.300	0.300	0.300	Labour & Industrial Relations
	Undertake community awareness creation and facilitate case disposal process	1.300	1.365	1.433	1.504	1.580	Labour & Industrial Relations
	Conduct Annual National Forums on Labour Justice in Uganda	0.100	0.100	0.100	0.100	0.100	Labour & Industrial Relations
ADMINISTRATION OF JUSTICE PROGRAMME							
Objective 2: To promote decent work, skills development and equitable labour justice							
Intervention: Increase efficiency and effectiveness of labour justice delivery processes							

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Labour justice delivery systems automated and integrated	Digitize Labour Courts with Court Case information management system.	0.500	0.500	0.500	0.500	0.500	Labour & Industrial Relations, Industrial Court
	Design and establish functional labour complaints management information system	1.000	1.000	1.000	1.000	1.000	Labour & Industrial Relations
Case backlog reduction measures enhanced	Conduct backlog reduction sessions	0.080	0.080	0.080	0.080	0.080	Labour & Industrial Relations, Industrial Court
Intervention: Provide legal reference materials							
Legal reference materials provided	Provide legal reference materials to KCCA legal department	0.010	0.010	0.010	0.010	0.010	Labour & Industrial Relations, Industrial Court
Intervention: Strengthen research and innovation in administration of labour justice							

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Research on labour justice service delivery conducted	Carryout research on innovative and transformative ways of delivering Justice	0.120	0.080	0.060	0.060	0.040	Labour & Industrial Relations, Industrial Court
Intervention: Promote use of ADR in labour justice delivery processes							
Use of mediation for dispute settlement promoted	Apply mediation in settlement of disputes	0.600	0.600	0.600	0.600	0.600	Labour & Industrial Relations, Industrial Court
Intervention: Strengthen case management							
Labour cases disposed of	Dispose of labour disputes	1.010	1.010	1.010	1.010	1.010	Labour & Industrial Relations, Industrial Court
Criminal cases prosecuted	Undertake community awareness creation and facilitate labour case disposal processes	1.300	1.365	1.433	1.504	1.580	Labour & Industrial Relations, Industrial Court

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Intervention: Strengthen provision of legal aid services and state brief scheme.							
Legal aid services and state brief services provided	Contract firms to undertake conciliation and mediation of labor complaints and disputes	0.100	0.100	0.100	0.100	0.100	Labour & Industrial Relations, Industrial Court
Intervention: Strengthen human resources in labour justice service delivery							
Capacity of labour justice service duty bearers strengthened	Train Labour Officers in Conciliation, Mediation and Arbitration of labour complaints and disputes settlement	0.050	0.050	0.050	0.050	0.050	Labour & Industrial Relations, Industrial Court
	Train Labour Officers on Prosecution, Conciliation, Mediation and Arbitration	0.040	0.040	0.040	0.040	0.040	Labour & Industrial Relations, Industrial Court
	Train Workers Organs in Conciliation, Mediation and Arbitration of labour complaints and disputes settlement	0.050	0.050	0.050	0.050	0.050	Labour & Industrial Relations, Industrial Court

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Train Judges, Registrars, Panellists, Labour Officers and Staff on Court proceedings	0.020	0.020	0.020	0.020	0.020	Labour & Industrial Relations, Industrial Court
	Train Judges on International Labour Standards	0.020	0.020	0.020	0.020	0.020	Labour & Industrial Relations, Industrial Court
	Train Labour officers and workers trained on policies, Laws and Regulations on Labour policies, Laws and Regulations	0.080	0.100	0.100	0.100	0.100	Labour & Industrial Relations, Industrial Court
HUMAN CAPITAL DEVELOPMENT PROGRAMME							
Objective 3: Reduce vulnerability, gender disparities through inclusive empowerment and strengthened social protection systems							
Intervention: Expand scope and coverage of livelihood enhancement and economic empowerment programmes for Youth, Women, Older Persons, PWDs and ethnic minorities							
Youth, Women, Older Persons, PWDs, indigenous ethnic minorities	Implement YLP across the country	9.66	9.66	9.66	9.66	9.66	Youth & Children, Gender & Women

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
and refugees livelihood and empowerment programmes implemented							Affairs, Joint UWEP/YLP Programme
	Implement National Special Grant for PWDs	8.99	8.99	8.99	8.99	8.99	Disability & Elderly
	Implement the National Special Enterprise Grant for Older Persons	3.33	3.33	3.33	3.33	3.33	Disability & Elderly
	Implement the Youth Capital Venture Fund	15	15	15	15	15	Youth & Children
	Implement the green jobs program	0.89	0.89	0.89	0.89	0.89	Labour & Industrial Relations
	Develop and implement a National Enterprise Program for indigenous ethnic minorities	14.37	14.37	14.37	14.37	14.37	Disability & Elderly, ESP Programme
	Implement the Jobs and livelihoods Integrated Response Plan (refugees and host communities)	608.52	608.52	608.52	608.52	608.52	Employment Services
	Increase the coverage of Senior Citizens Grant	121.8	147.4	155.7	160	171	Disability & Elderly, ESP Programme
Direct Income Support Programmes							

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
designed and implemented	Develop and implement the Severe Child Disability Grant	5	10	10	15	15	Disability & Elderly, ESP Programme
	Develop and implement the Nutrition Child Sensitive Social Protection Programme	15	20	20	25	25	Disability & Elderly, ESP Programme
	Develop and implement Labour Intensive Public Works Programme	30.40	35.40	35.40	40.40	40.40	Labour & Industrial Relations
	Scale up the Girls Empowering Programme to urban areas	5	5	7.5	8.5	10	Gender & Women Affairs
	Develop and progressively expand coverage of School Feeding Programmes, especially for highly vulnerable areas	20	25	25	30	30	Youth & Children
	Expand Provision of Senior Citizens Grant to displaced persons.	10	10	15	15	18	Disability & Elderly, ESP Programme
	Expand provision of Senior Citizens Grant to Refugees under the CRRF	0.72	0.72	0.72	0.72	0.72	Disability & Elderly, ESP Programme

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Contributory Social Security to workers in the formal and Informal Sector expanded	Design the social security schemes for the informal sector	10	10	8	8	5	Disability & Elderly, ESP Programme
	Implement a strategy for Expanding Social Security to the Informal Sector	10	8	10	15	8	Disability & Elderly, ESP Programme
	Promote "social security literacy" in entrepreneurship and business development programmes such as the Parish Development Model, Emyooga	5	5	6	7	7	Disability & Elderly, ESP Programme
	Review the legal and policy frameworks to include previously uncovered workers (formal and informal) in the existing social security schemes	1	1				Disability & Elderly, ESP Programme
	Reform the public pension scheme.	1	1				Disability & Elderly, ESP Programme
	Reform NSSF.	1		1		1	Disability & Elderly, ESP Programme

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Shock responsiveness in the delivery of Social Protection strengthened	Work man compensation reforms.	2	1				Disability & Elderly, ESP Programme
	Finalise the DRR Bill and Disaster Risk Financing Strategy	0.1	0.1	0.1	0.1	0.1	Disability & Elderly, ESP Programme
	Strengthen coordination mechanisms and track progress on implementation of shock responsive social protection	0.25	0.25	0.25	0.25	0.25	Disability & Elderly, ESP Programme
	Incorporate shock-responsiveness in the design of existing social protection programmes	0.3	0.3	0.3	0.3	0.3	Disability & Elderly, ESP Programme
	Develop an emergency fund to respond to disasters	1	1	1	1	1	Disability & Elderly, ESP Programme
Social protection systems strengthened.	Strengthen Social Protection Management Information systems (functionalisation of the National Single Registry, development of a National Social Registry and Management Information Systems for SP Programmes, enhance interoperability of MIS for SP programmes to the NSR, NID systems and other administrative databases of government)	5	10	40	20	10	Disability & Elderly, ESP Programme

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Build and Strengthen the Capacity of key Stakeholders in the design and implementation of Social Protection	20	20	15	20	20	Disability & Elderly, ESP Programme
	Review the Social Protection Policy and other relevant Social Protection Legal and Policy Framework	1	0.5	0.3			Disability & Elderly, ESP Programme
	Strengthen Social protection Complaints and Grievance handling mechanisms	2	2	1	1	1	Disability & Elderly, ESP Programme
	Strengthen Social protection coordination mechanisms at national and local level	2	2	2	2	2	Disability & Elderly, ESP Programme
	Strengthen Research, monitoring and evaluation for Social Protection	5	5	5	5	5	Disability & Elderly, ESP Programme
Intervention: Provide holistic social care and support (assistance) services to vulnerable groups							
Holistic Social Care and Support for the Poor and Vulnerable	Scale up the provision of holistic, integrated and quality SCSS to vulnerable individuals.	103	138	142	145	145	Disability & Elderly, ESP Programme

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
persons provided across the Lifecycle	Rescue, rehabilitate and resettle children from the street	1.20	1.20	1.50	1.60	1.80	Disability & Elderly, ESP Programme
	Report and handle cases of child abuse	0.80	0.85	0.85	0.90	0.90	Disability & Elderly, ESP Programme
	Enhance access to complementary services by vulnerable individuals and care givers.	6.4	12.2	14.9	16.6	16.6	Disability & Elderly, ESP Programme
	Rehabilitate and equip social care and support institutions	2.80	4.50	2.90	1.50	3.00	Disability & Elderly, ESP Programme
	Provide rehabilitate services to Persons with Disabilities	0.50	0.80	1.00	1.00	1.20	Disability & Elderly, ESP Programme
	Establish and equip safe spaces for the youth in cities	1.20	1.20	1.20	-	-	Disability & Elderly, ESP Programme
	Provide psychosocial support to child survivors of physical, sexual or psychological violence aggregated by sex, age, disability, nationality and refugee status	268.90	268.90	268.90	268.90	268.90	Disability & Elderly, ESP Programme

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Develop ordinances against child marriage, teenage pregnancies and all forms of abuse against children	0.80	0.80	0.80	0.80	0.80	Disability & Elderly, ESP Programme
	Strengthen the regulatory framework for the delivery of holistic, integrated and quality SCSS to vulnerable individuals.	0.1	0.12	0.54	0.1	0	Disability & Elderly, ESP Programme
	Establish and equip safe spaces for the youth in urban areas	1	1	1	1	1	Disability & Elderly, ESP Programme
	Strengthen institutional capacity and systems for delivery of holistic SCSS.	0.87	17.6	28.9	36.9	38	Disability & Elderly, ESP Programme
	Develop a regulatory framework for the Social care and support services and the social service workforce	1.08	1.00	1.00	0.50	0.36	Disability & Elderly, ESP Programme
	Construct and retool reception centers, remand homes, and youth skill development centers for abandoned children	0.50	0.50	0.50	0.50	0.50	Disability & Elderly, ESP Programme
	Establish and equip safe spaces for the youth in cities	1.0000	1.0000	1.0000	0.5000	0.5000	Disability & Elderly, ESP Programme

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Capacity of social service workforce improved to deliver comprehensive care and support	Strengthen Social Service Workforce to deliver comprehensive care and support services	0.40	0.40	0.40	0.40	0.40	Disability & Elderly, ESP Programme
	Build capacity of the social service workforce	0.10	0.10	0.10	0.10	0.10	Disability & Elderly, ESP Programme
Family and Community capacities to care and support vulnerable individuals strengthened	Develop and implement the National Family Strengthening Program	2.37	2.00	2.00	2.00	2.00	Culture & Family Affairs
	Strengthen the family and community capacity to care for and support vulnerable individuals	0.1	0.1	0.1	0.1	0.1	Culture & Family Affairs
Intervention: Promote Women's economic empowerment, leadership and participation in decision making through investment in entrepreneurship programmes, business centres							
Women participation in development processes increased	Implement the Uganda Women Entrepreneurship Programme	30.00	35.00	40.00	40.00	40.00	Gender & Women Affairs, Joint UWEF/YLP Programme
	Implement the Generating Growth Opportunities and Productivity for Women Enterprises (GROW) Project	155.40	196.10	37.00	-	-	Labour & Industrial Relations

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Gender and equity compliance assessments conducted	Provide the Generating Growth Opportunities and Productivity for Women Enterprises (GROW) Project Counterpart funding	0.60	0.60	0.60	-	-	Labour & Industrial Relations
	Develop/review Policy and legal framework on Gender and Women Affairs	0.15	0.10	0.10	0.10	0.10	Gender & Women Affairs
	Implement the male engagement strategy	0.22	0.23	0.24	0.25	0.25	Gender & Women Affairs
	Intervention: Promote gender equality and equity responsive planning, budgeting and implementation						
Gender and equity compliance assessments conducted	Build capacity of MDAs, LGs and private entities in gender equality and equity responsive budgeting, planning and implementation	4.00	4.30	4.70	5.10	5.15	Gender & Women Affairs, Equity & Rights
	Mapping of private entities implementing gender and equity guidelines	2.00	2.40	2.50	2.70	2.90	Equity & Rights
	Conduct G&E compliance assessment on MDAs, LGs and Private entities.	0.60	0.63	0.64	0.70	0.71	Equity & Rights
	Enhance protection, respect and redress mechanisms on human rights	0.30	0.33	0.33	0.34	0.34	Equity & Rights

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Mainstreaming of gender equality, equity, disability, human rights based approach in implementation and monitoring	6.10	6.11	6.20	6.70	6.90	Equity & Rights
	Monitor the implementation of laws and policies on gender equality equity and women empowerment	0.60	0.67	0.68	0.71	0.73	Gender & Women Empowerment, Equity & Rights
	Coordination and Engagements for gender equality, equity, disability and human rights in planning, budgeting and implementation	0.31	0.32	0.32	0.33	0.33	Equity & Rights
	Conduct Onspot check for G&E Commitments annually	0.5	0.5	0.5	0.5	0.5	Equity & Rights
	Generate gender statistics at all levels (Surveys)	0.150	0.157	0.160	0.161	0.161	Gender & Women Affairs
Gender statistics produced, accessed and used	Conduct assessments on gender equality, equity and women empowerment	0.220	0.221	0.223	0.228	0.230	Gender & Women Affairs
	Build capacity of statisticians, researchers and policy makers on gender statistics at all levels	0.150	0.157	0.158	0.161	0.163	Gender & Women Affairs

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Track and report on the international and regional commitments on gender equality, equity and women empowerment	0.360	0.363	0.366	0.372	0.374	Gender & Women Affairs
Gender Based Violence (GBV) and VAC prevention and response interventions scaled up at all levels	Develop, maintain and regularly update the Application Programming Interface (API) that links different GBV management information systems to the NGBVD	0.050	0.040	0.040	0.040	0.000	Gender & Women Affairs
	Strengthen GBV coordination structures at all levels	0.300	0.300	0.300	0.300	0.300	Gender & Women Affairs
	Strengthen GBV referral pathway at all levels	0.430	0.430	0.430	0.430	0.430	Gender & Women Affairs
	Monitor compliance of the GBV referral pathway	0.290	0.290	0.290	0.290	0.290	Gender & Women Affairs
	Provide psychosocial support to child survivors of physical, sexual or psychological violence aggregated by sex, age, disability, nationality and refugee status	268.900	268.900	268.900	268.900	268.900	Gender & Women Affairs

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Conduct inspection of GBV Shelters on compliance with GBV Shelter Guidelines 2020	0.30	0.32	0.35	0.35	0.35	Gender & Women Affairs
	Design, development, pilot and roll out a harmonized data management system for childcare and protection	0.001	0.001	0.001	0.001	0.001	Gender & Women Affairs
Protection, respect and redress mechanisms for Human rights enhanced	Provide social justice services, (legal clinic, tribunal, public inquiries, mobile clinics) targeting vulnerable groups (PWDs, Children, Older Persons, Women, Men, Ethnic Minorities, Youth).	0.30	0.60	1.03	0.84	1.07	Equity & Rights
	Build capacity of stakeholders on Human Rights Based Approach to programming	0.30	0.20	0.20	0.30	0.30	Equity & Rights
	Enhance awareness and engagement on Human Rights (HR) in Uganda	0.20	0.20	0.20	0.20	0.20	Equity & Rights
	Implement National Action Plan (NAP) on Business and Human Rights (BHR)	0.20	0.13	0.20	0.20	0.20	Equity & Rights
Social Risk	Conduct assessment of social risk management gaps in projects	0.40	0.40	0.40	0.40	0.40	All Programmes
Management in projects and programmes strengthened	Build capacity of stakeholders on social risk management in projects and programmes	0.04	0.04	0.04	0.04	0.04	All Programmes

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
National Blueprint on Disability Prevention, Management and Inclusion implemented	Implement the National Blueprint on Disability Prevention, Management and Inclusion	133.80	133.80	133.80	133.80	133.80	Disability & Elderly
	Provide non-formal vocational, entrepreneurial and life skills trainings to youth with disabilities to enhance their employability	0.12	0.12	0.12	0.13	0.13	Disability & Elderly
	Operationalise the Secretariat of Council for Special Interest Groups (Older Persons, Women, Youth, Persons with Disabilities)	17.00	17.00	17.50	17.50	17.50	Secretariat of Council for Special Interest Groups
	Mobilize the youth to participate in civic and development processes	1.92	1.92	2.20	2.20	2.20	Secretariat of Council for Special Interest Groups
Structures of the Council for Special Interest Groups (Older Persons, Women, Youth, Persons with Disabilities) strengthened	Mobilize the women to participate in civic and development processes	1.70	1.70	1.90	1.90	1.90	Secretariat of Council for Special Interest Groups

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Mobilize the Person with Disabilities to participate in civic and development processes	1.38	1.38	1.50	1.50	1.50	Secretariat of Council for Special Interest Groups
	Mobilize the older persons to participate in civic and development processes	1.38	1.38	1.50	1.50	1.50	Secretariat of Council for Special Interest Groups
	Build capacity of Youth, PWDs and Women to participate in public procurement processes	10.00	11.00	12.10	13.31	14.64	All Departments
	Strengthen compliance to the affirmative action for the reservation scheme	0.15	0.15	0.20	0.20	0.20	All Departments
Observance to Human rights strengthened	Enhance Institutional capacities to implement National Action Plan (NAP) on Business and Human Rights (BHR)	0.60	0.70	0.75	0.80	0.85	Equity & Rights
	Enhance awareness and engagement of Ugandans in Businesses on Human Rights in Uganda	0.10	0.10	0.10	0.10	0.10	Equity & Rights

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Build capacity of stakeholders (CG, LG, Private sector, political heads) on Human Rights Based Approach to programming	0.60	0.80	1.00	1.20	1.30	Equity & Rights
	Implementation of the Human Rights based Approach to programming in LGs, MDAs						Equity & Rights
HUMAN CAPITAL DEVELOPMENT PROGRAMME							
Objective 4: To mobilize communities and advance culture and creative industry to foster social cohesion and inclusive growth							
Intervention: Promote community mobilization, sensitization and awareness creation for demand and uptake of development initiatives							
Increased awareness and capacity of community members to participate in and influence national development processes	Develop and implement targeted awareness programs on key development issues on civic rights, duties and responsibilities; government programmes; national vision; interest; values and common good.	1.577	0.937	0.867	0.865	0.860	All Departments
	Implement the male engagement strategy	0.222	0.233	0.244	0.245	0.245	Gender & Women Empowerment
	Mobilisation of Special Interest Groups (Women, Youth, Older Persons, Persons with Disabilities) for uptake of government programmes	12.200	12.800	13.430	14.092	14.786	All Departments

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Mobilize communities for good community based food and nutrition, sanitation and hygiene practices	2.742	2.742	2.742	2.742	2.742	Community Development & Literacy
	Integrated and area-based sustainable solutions to eliminate child labour	4.16	4.16	3.86	3.67	3.93	Labour & Industrial Relations, Youth & Children
	Conduct household mentorship on behavioural change against negative/harmful traditional/religious practices and beliefs, child marriages, teenage pregnancies	1.08	1.08	1.08	1.08	1.08	Community Development & Literacy, All Departments
	Implement Village Savings and Loans Association model for household economic empowerment	0.64	0.64	0.64	0.64	0.64	Community Development & Literacy
	Develop ordinances against child marriage, teenage pregnancies and all forms of abuse against children	0.80	0.80	0.80	0.80	0.80	Gender & Women Empowerment, Culture & Family Affairs, Youth & Children

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Mobilize children/ adolescents or out of school children to go back to school.	5.20	1.65	2.00	3.00	1.00	Community Development & Literacy, Youth & Children, Employment Services, Labour & Industrial Relations
	Strengthen participation of Religious and Faith Organisations (RFOs) in Community and National Development	0.90	0.90	0.90	0.90	0.90	Culture & Family Affairs
	Implement Household mentorship and visioning to empower households to demand and uptake government development initiatives	0.00	0.20	0.20	0.20	0.20	Community Development & Literacy
	Mainstream CMMC In all the 18 programmes, MDA and LG annual plans and budgets	0.90	0.90	0.90	0.90	0.90	Community Development & Literacy
	Conduct barazas	1.0	1.0	1.0	1.0	1.0	All Departments

Intervention: Build capacities and equip community institutions at central, local government and non state actors

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Institutional capacity for central, local government, political leaders and non-state actors in the implementation of CMMC strengthened	Training of central, local government, political, religious and cultural leaders and non-state actors in the implementation of CMMC	0.50	0.50	0.50	0.50	0.50	Community Development & Literacy
	Retool the CG, LG (technical and political) and community leaders to mobilize communities.	27.20	2.20	2.20	2.20	0.00	Finance & Administration, All Departments
	Expand the knowledge base on root causes and drivers of child labour	0.23	1.03	0.38	0.38	1.03	Labour & Industrial Relations
	Develop and implement CMMC service delivery standards	1.00	0.50	0.50	0.50	0.50	Community Development & Literacy
	Tracking progress of implementation of CMMC initiatives at all levels	0.30	0.30	0.30	0.30	0.30	All Departments
Intervention: Develop and Implement a national civic education and adult literacy programmes with emphasis on roles and responsibilities of families, communities and citizens							
Robust non formal Adult Learning and community	Roll out and implement the ICOLEW	1.767	0.290	0.686	0.290	0.290	Community Development & Literacy

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Education System implemented	Develop and disseminate National Qualification framework for adult learning and community education	1.070	1.070	0.242	0.927	0.242	Community Development & Literacy
	Establish and equip Community Learning centers as hubs of integrated service delivery revitalized	0.000	27.200	0.000	0.000	0.000	Community Development & Literacy
	Build capacity of community structures on Village Savings and Loans Associations (VSLAs) model for household economic empowerment	0.641	0.248	0.641	0.248	0.248	Community Development & Literacy
	Intervention : Empower culture and creative practitioners with resources, entrepreneurship skills and opportunities using appropriate technologies and innovations for value addition.						
National Arts Council established	Establish a National Arts Council to oversee the regulation and development of the culture and creative industry through provision of technical support for artists and cultural institutions and organizations.			5	5	5	Culture & Family Affairs
	Integrate cultural contexts into nutrition interventions.	0.900	0.110				Culture & Family Affairs
	Establish 6 CCIs training/skilling centers in the 4 regions.	4.940	4.940	4.940	4.940	4.940	Culture & Family Affairs
	Conduct research on the various domains (i.e. Music, films, visual art, fashion and design etc)	6.000	6.000	6.000	6.000	6.000	Culture & Family Affairs
Practitioners and entrepreneurs' capacity under CCIs enhanced (Music, films, visual art,							

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
fashion and design etc.)							
Cultural heritage preserved and promoted	Support traditional cultural institutions to preserve, promote indigenous knowledge, norms, traditions, skills, practices and conduct research and documentation on cultural heritage	30.02	30.02	30.02	30.02	30.02	Culture & Family Affairs
	Conduct research and documentation on cultural heritage	-	8.50	-	8.50	-	Culture & Family Affairs
An enabling environment for small and medium CCI enterprises created	Create network and collaboration platforms to facilitate connection between SMEs, industry leaders, mentors, peers, potential investors and other stakeholders to foster collaboration and partnerships.	5.085	5.085	5.085	5.085	5.085	Culture & Family Affairs
	Facilitate CCIs SMEs to access markets both domestic and international through trade missions, exhibitions and e-commerce infrastructure, certification and labelling.	1.733	5.839	5.839	5.839	5.839	Culture & Family Affairs
	Establish dedicated government grants, venture capital and corporate partnerships, and specialized funding programmes to provide financial support to CCIs SMEs to get started, scale up or develop new projects.	10.000	90.000	-	-	-	Culture & Family Affairs

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Facilitate registration of CCIs at all levels	1.609	1.621	-	-	-	Culture & Family Affairs
	Review the intellectual property and traditional knowledge rights laws	0.410	0.110	-	-	-	Culture & Family Affairs
National and Regional Art and cultural centers established	Redevelop and equip the Uganda National Cultural Center into a modern state of the art one stop art cultural center.	5.100	2.500	0.500	400.000	350.000	Culture & Family Affairs
	Establish regional one stop art and cultural centers in 4 cities.	8.000	8.000	8.000	400.000	400.000	Culture & Family Affairs
	Develop NOMMO gallery and visual art galleries in 4 cities.	5.000	1.000	20.000	20.000	20.000	Culture & Family Affairs
	Develop ICT infrastructure to support CCIs	0.500	0.700	0.400	0.600	0.400	Culture & Family Affairs
HUMAN CAPITAL DEVELOPMENT PROGRAMME							
Objective 5: To improve institutional, policy and coordination frameworks to ensure effective and efficient service delivery							
Intervention: Develop and review policies and regulations within MGLSD							
Policies for MGLSD reviewed and developed	Develop and review policies for MGLSD	0.50	0.50	0.50	0.50	0.50	Finance & Administration, All Departments

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Regulations for MGLSD reviewed and developed	Develop and review regulations for MGLSD	0.200	0.20	0.20	0.20	0.20	Finance & Administration, All Departments
Intervention: Capacitate institutions to deliver Human Capital Development Programme							
Improved Institutional capacity for MGLSD	Pay MoGLSD General Staff Salaries, pension and gratuity expenses	8.850831	9.030831	8.930831	8.930831	8.930831	Finance & Administration, All Departments
	Facilitate the Internal Audit function of the Ministry	2.04	2.04	2.04	2.04	2.04	Finance & Administration, All Departments
	Recruitment for MGLSD	0.20	0.20	0.20	0.20	0.20	Finance & Administration, All Departments
	LGs – Conditional Grant	10	10	10	10	10	Finance & Administration, All Departments

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Provide support to MGLSD Subventions (Secretariat for the special interest groups council, Inter-religious Council, Uganda National Cultural Center, Grants to cultural leaders/ Institutions)	44.77	47.0085	49.358925	51.826871 25	54.418214 81	Finance & Administrative n, All Departments
	Strengthen the Community Based Services Department in all LGs to deliver Social Development Programmes	0.337	0.337	0.337	0.337	0.337	Finance & Administrative n, All Departments
	Undertake planning, budget preparation and reporting (prepare plans and BFPs)	2.35	2.03	2.33	2.03	2.33	Finance & Administrative n, All Departments
	Organise and attend national, regional and international meetings, consultative meetings and partner coordination	0.1	0.1	0.1	0.1	0.1	Finance & Administrative n, All Departments
	Disseminate Regional and International Declarations, protocols and Memorandum of Cooperation	0	0	0	0	0	Finance & Administrative n, All Departments
	Facilitate Procurement and inventory function MGLSD	2	2	2	2	2	Finance & Administrative

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
							n, All Departments
	Offset Ministry rent expenses	5.53	5.53	5.53	5.53	5.53	Finance & Administratio n, All Departments
	Administrative cost overhead offset	1.00	1.20	1.45	1.50	1.50	Finance & Administratio n, All Departments
	Prepare Policy briefs and position papers on topical sectoral public policy issues	0.07	0.07	0.07	0.07	0.07	Finance & Administratio n, All Departments
	Subscriptions / Contributions to International Organisations (ILO, OPCW, ARLAC), disseminate regional and international protocols, coordination)	0.19	0.19	0.19	0.19	0.19	Finance & Administratio n, All Departments
	Strengthen the partnership and coordination mechanism for Gender sub-programme	0.19	0.19	0.19	0.19	0.19	Finance & Administratio n, All Departments

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
ADMINISTRATION OF JUSTICE PROGRAMME							
Objective 5: To improve institutional, policy and coordination frameworks to ensure effective and efficient service delivery							
Justice service delivery points equipped	Equip Remand homes	0.07	0.07	0.11	0.12	0.18	Youth & Children
	Equip industrial court and Labour Offices as quasi-Courts of first instance	2.00	2.00	2.00	2.00	2.00	Labour & Industrial Relations, Industrial Court
Transport equipment acquired	Procure and acquire vehicles for legal aid, research, and law reporting	1.40	1.40	1.40	1.40	1.40	Labour & Industrial Relations, Industrial Court
Intervention: Strengthen Gov't institutions for effective and efficient service delivery (AJP)							
Projects coordinated	Undertake project feasibility studies	0.35					Youth & Children, Labour & Industrial Relations
HUMAN CAPITAL DEVELOPMENT PROGRAMME							

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
Objective 5: To improve institutional, policy and coordination frameworks to ensure effective and efficient service delivery							
Intervention: Undertake monitoring, evaluation and reporting for social development interventions.							
Monitoring, Evaluation and reporting conducted	Produce statistical abstracts MGLSD	0.07	0.07	0.07	0.07	0.07	Finance & Administratio n, All Departments
	Develop MGLSD Strategic Plan	1.00				0.07	Finance & Administratio n, All Departments
	Prepare & disseminate M&E Plan for MGLSD Strategic Plan	0.20	0.07	0.07		0.07	Finance & Administratio n, All Departments
	Compile and disseminate MGLSD performance reports	0.10	0.10	0.10	0.10	0.10	Finance & Administratio n, All Departments
	Develop and functionalise the Social Development MIS		1.00	0.20	0.20	0.20	Finance & Administratio n, All Departments

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Carry out project implementation monitoring	0.16	0.16	0.16	0.16	0.16	Finance & Administration, All Departments
	Establish and functionalise the MGLSD embedded evidence lab	1.00	1.00	1.00	1.00	1.00	Finance & Administration, All Departments
	Develop and implement a policy tracking tool for MGLSD.	3.00	3.00	3.00	3.00	3.00	Finance & Administration, All Departments
	Undertake MGLSD SP and program/project evaluations	1.00	1.00	1.20	1.20	1.20	Finance & Administration, All Departments
	Follow up on recommendations from the monitoring and evaluation reports	0.02	0.02	0.02	0.02	0.02	Finance & Administration, All Departments
	Establish and functionalize the Social Development Partners Coordination Framework	0.18	0.18	0.18	0.18	0.18	Finance & Administration, All Departments
Intervention: Integrate crosscutting issues in the programme	Conduct quarterly, annual midterm and endterm performance reviews for all Programs	0.1	0.1	0.1	0.1	0.1	Finance & Administration, All Departments
Gender and equity		0.3	0.3	0.3	0.3	0.3	Finance & Administration
• Conducting Gender and equity mainstreaming							

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
crosscutting issues integrated in the programme	• Mainstream gender in all the 18 NDP IV programmes						n, All Departments
	Mainstream HIV/AIDS • Step up workplace inspections to enforce the National HIV Policy. • Fast-track development and implementation of the Ministry HIV Policy in line with the National Policy. • Promote Community-based mindset change and behavioural change strategies for HIV/AIDS awareness, prevention and Psycho-social support.	0.3	0.3	0.3	0.3	0.3	Finance & Administratio n, All Departments
	Mainstream Population and development in the implementation plan • Integrated Early Childhood Development programmes implemented. • Manual to integrate family planning developed. • Model Household and village improvement campaigns implemented. • Family Strengthening and Parenting strategy developed. • Family strengthening programmes developed.	0.3	0.3	0.3	0.3	0.3	Finance & Administratio n, All Departments

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	• Regulations and manuals developed. • Parenting agenda popularised.						
	Carryout climate change and environment protection i. Promote Gender Equality and Women economic empowerment in climate action • In partnership with the Climate with Climate Change department, the MGLSD will develop and implement a gender and climate change strategy and action plan. • Promote women leadership in climate action. • Enhance access to resources and finance in climate change financing instruments. • Implement gender responsive climate projects. ii. Conduct social safety and health safeguards inspections	0.3	0.3	0.3	0.3	0.3	Gender and Women Affairs, Occupational Safety and Health

Output	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Department
	Promote and scale up community-based nutrition initiatives • Strengthen Community mobilization structures and systems to deliver nutrition services. • Mainstream nutrition interventions into community development programmes. • Strengthen the implementation of family and parenting guidelines. • Strengthen implementation of Early Childhood Development (ECD) services at the household and community levels.	1.25	1.25	1.25	1.25	1.25	Finance & Administration, All Departments
	Mainstream Disaster preparedness in the implementation plan • Develop a Comprehensive Refugee Response Plan, Jobs and Livelihoods Component. • Promote disaster preparedness in social development interventions.	0.3	0.3	0.3	0.3	0.3	Finance & Administration, All Departments
TOTAL COSTS FOR IMPLEMENTATION OF THE MGLSDSP		4,336.43	4,729.72	4,429.98	5,255.34	5,193.94	23,945.41

05

**CHAPTER
FIVE:**

FINANCING FRAMEWORK OF THE PLAN

FINANCING FRAMEWORK OF THE PLAN

5.0 Introduction

This chapter presents the financial plan and sustainability arrangements for financing the MGLSD strategic plan. It discusses the costing and funding of the Ministry's strategic plan. This includes the resource requirements, expected annualized expenditure, the projected resource gap as well as the resource mobilization plan.

5.1 Total Cost of Implementing the Plan

The estimated total cost of the plan is UGX. 23.945 trillion. Summary estimated cost of the plan is presented by strategic objective thematic areas in the table below.

Table 11: Summary of the Financing of the MGLSD-SP (Figures in UGX. Billions) over the five years by objective.

Objectives	Budget FY2025/26 (UGX. Bn)	Budget FY2026/27 (UGX. Bn)	Budget FY2027/28 (UGX. Bn)	Budget FY2028/29 (UGX. Bn)	Budget FY2029/30 (UGX. Bn)	Total (UGX. Bn)
To strengthen Early childhood development and Juvenile Justice to enhance child wellbeing	4.50	24.76	30.17	31.59	31.69	122.72
To promote decent employment, skills development and equitable labour justice	2,126.208	2,261.818	2,154.737	2,186.643	2,182.700	10,912.11
Reduce vulnerability, gender disparities through inclusive empowerment and strengthened social protection systems	1,970.57	2,123.78	2,029.39	2,017.70	2,019.04	10,160.48
To mobilize communities and advancing culture and creative industry to foster social cohesion and inclusive growth	143.428	225.803	119.893	921.460	859.477	2,270.06
To improve institutional, policy and coordination frameworks to ensure effective and efficient service delivery	91.731	93.550	95.786	97.944	101.036	480.05
Total	4,336.43	4,729.72	4,429.98	5,255.34	5,193.94	23,945.41

The Medium-Term Expenditure Framework (MTEF) for the Ministry over the life of the MGLSDSP is estimated at UGX. 1,243.59Billion as illustrated in the table below.

**Table 12: MGLSD Medium-Term Expenditure Framework
(UGX. Billions)**

Budget Type	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	Total
Wage	5.671	4.588	4.818	5.059	5.312	25.448
Non-Wage	294.805	199.005	228.855	274.626	329.552	1326.843
Domestic Development	2.5463	2.947	3.242	3.89	4.669	17.2943
Arrears	3.054					3.054
Total	306.0763	206.54	236.915	283.575	339.533	1372.6393

5.2 Resource gap

Over the life of the strategic plan, the total resources to finance the plan amount to UGX. 23,945.41Billion. However, only UGX. 1,243.59 Billion is available, leaving a funding gap of UGX. 22,701.82Billion (Table 19 below).

Table 13: Resource Gap.

Budget	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Proposed Budget	4,336.43	4,729.72	4,429.98	5,255.34	5,193.94	23,945.41
GoU	177.022	206.54	236.915	283.575	339.533	1,243.59
Financing Gap	4,159.41	4,523.18	4,193.07	4,971.77	4,854.41	22,701.82

5.3 Financial Sustainability Arrangements

Financial sustainability will be prioritized through diversified funding sources and resource mobilization strategies. The Ministry shall adopt a number of strategies and approaches to mobilize sources for implementation of the identified interventions. The Ministry will:

- i. Strengthen partnerships with Development Partners, UN Organizations, Civil Society Organizations, Faith Based Organizations, the Private Sector and NGOs among others for harmonized delivery of the Ministry outputs.
- ii. Engage other partners such as the Ministry of Finance, Planning and Economic Development, Parliament, and other key MDAs that complement the work of this Ministry to boost its financial resources.
- iii. Boost Non-Tax Revenue collection.
- iv. Strengthen expenditure tracking and accountability to ensure effective utilization of the available resources.

The following are the strategic actions that will be rolled out to mobilize partners in order to finance the plan:

- i. Establishing a Social Development Partners' Group as a coordination group of all partners supporting interventions in the social development sector.
- ii. Developing proposals and negotiating for funding and increased resource allocation.
- iii. Raising awareness on progress of MGLSD interventions successes and challenges

to increase commitment and responsiveness among stakeholders.
Mainstreaming MGLSD cross-cutting issues in other MDAs'/LGs plans at national and local government level.

5.4 Strategies for Ensuring Efficiency in Resource Use

The Ministry will deploy a number of cost-cutting strategies to efficiently deliver its strategic interventions. These measures include the following:

- Joint planning, budgeting and monitoring across MDAs and Ministry partners to enhance synergies and avoid duplication of efforts.
- Develop a MGLSD Monitoring and Evaluation plan to track progress of ministry interventions.
- Develop an Integrated Social Development Management Information System that harmonises the various Management Information Systems that are segmented in the ministry as well as provide a dashboard on performance of key performance indicators.
-

06

**CHAPTER
SIX:**

COMMUNICATION AND FEEDBACK STRATEGY

COMMUNICATION AND FEEDBACK STRATEGY

6.0 Introduction

MGLSD plans to develop and implement a comprehensive, participatory Communication Strategy in order to effectively achieve the strategic objectives. This strategy aims to foster transparent, inclusive, and effective communication both within the Ministry and with external stakeholders, aligning closely with the broader goals outlined in the MGLSD Strategic Plan (MGLSDSP).

6.1 Approach and Objectives

The strategy will adopt a participatory approach, encouraging input from diverse stakeholders; including government agencies, development partners, civil society organizations, community leaders, and citizens to ensure that communication efforts are relevant, targeted, and responsive to community needs. The primary objectives are to promote awareness of the Ministry's initiatives, facilitate stakeholder engagement, and foster community participation in social development processes as a way of enhancing transparency, accountability, and the visibility of the Ministry's work.

6.2 Communication Channels

To reach a wide and varied audience, the strategy will leverage a mix of traditional and modern communication channels

including:

- i. Traditional Media: Radio broadcasts, newspapers, television programs, community meetings, and IEC materials such as posters, banners, and flyers will be prioritized, especially in rural and underserved areas where internet access may be limited. These channels are vital for reaching diverse demographic groups and ensuring consistent messaging at the community level.
- ii. Digital and New Media: Recognizing the growing influence of digital platforms, the strategy will incorporate social media channels (Facebook, Twitter, and WhatsApp), websites, and mobile applications. These platforms will allow real-time dissemination of information, interactive engagement, and targeted messaging, particularly aimed at youth and urban populations with higher internet access.

6.3 Citizen Feedback Mechanism

A key component of this strategy is the establishment of a robust citizen feedback mechanism. This system will enable community members and stakeholders to voice their opinions, concerns, and suggestions, fostering a two-way communication flow. Feedback channels will include community forums, suggestion boxes at strategic locations, dedicated hotlines, and online feedback forms accessible via the Ministry's website and social media pages. This mechanism

aims to build trust, promote inclusivity, and ensure that community voices influence policy decisions and program implementation.

6.4 Advocacy and Stakeholder Engagement

The strategy will also feature targeted advocacy activities designed to mobilize support and strengthen partnerships. Key stakeholders such as government agencies, development partners, civil society organizations, and community leaders will be actively engaged through workshops, seminars, and advocacy campaigns. These efforts will aim to foster collaboration, share best practices, and sustain social development initiatives beyond the lifespan of individual projects.

6.5 Monitoring and Evaluation

To ensure the effectiveness of communication efforts, regular monitoring and evaluation will be conducted. Feedback from stakeholders and the community will be analyzed to refine messaging, improve channels, and address emerging issues promptly.

07

CHAPTER
SEVEN:

RISK MANAGEMENT

RISK MANAGEMENT

7.0 Introduction

Effective risk management is fundamental to the successful implementation of the MGLSD Strategic Plan (MGLSDSP) and critical to achieving the Ministry's core mission of promoting gender equality, empowering women, the vulnerable and marginalized, and ensuring decent employment and protection of the rights of all for social economic development.

7.1 Risk Analysis

Given the diverse and often vulnerable populations that the Ministry serves, along with the complexity and breadth of its programmes and interventions, proactively identifying and mitigating potential risks is not merely a procedural obligation but a vital strategic tool. It enables the Ministry to navigate uncertainties, safeguard resources, and optimize positive outcomes, thereby contributing meaningfully to the national development agenda.

The table below provides an evaluation of the potential risks that the plan is anticipated to encounter during the NDP IV period.

Table 14: Risk Analysis for MGLSDSP.

Risk	Likelihood	Impact	Priority	Mitigation Measures
Funding uncertainties and resource constraints impacting service delivery	High	High	High	- Continue to lobby Government and Development Partners. - Engage donors on alignment of programmes to MGLSDSP. - Engage MoFPED to prioritize social development programmes.

Political and social instability affecting community outreach and service access	High	High	High	• Strengthen community Mobilization and mindset change. • Develop and implement shock responsive social protection programmes
Community apathy	High	High	High	• Mindset change training to address negative social/ cultural norms. • Empower communities to participate and demand services. • Establish clear grievance mechanisms.
Capacity gaps within the ministry and among implementing partners	High	High	High	• Investing in staff training and capacity building. • Engage Local Governments to fast-track recruitment and, • Provide resources to the Community Based Services Department • Develop and implement a succession plan • Promote value addition through enhancing staff skills and knowledge through targeted training.

W e a k coordination among social development s e c t o r stakeholders	High	High	High	• Foster strong partnerships with Development Partners, MDAs, Local Governments, Private sector and Civil Society Organizations in resource mobilization, planning, monitoring, evaluation and reporting on the MGLSDSP interventions.
L a b o u r trafficking and exploitation of workers	High	High	High	• Strengthen legal frameworks and enforcement against human trafficking and labour exploitation. • Promote sustainable empowerment and social protection programmes to address the root causes, i.e. poverty, low levels of education and unemployment. • Implement the strategy for Business and Human rights.
Natural disasters including floods, droughts, fires, pandemics	High	High	High	• Implement climate change adaptation and mitigation strategies • Build capacity on recovery and resilience of the population

capacity to fulfill its mandate effectively in a changing environment.

7.2 Risk Mitigation

The socio-economic landscape within which MGLSD operates is inherently dynamic and susceptible to a wide array of risks. These include economic fluctuations, political changes, social unrest, natural disasters, health crises, and evolving policy environment. Each of these factors can significantly impact the Ministry's ability to deliver on its commitments and to maintain the trust and confidence of the populations it serves. Therefore, a comprehensive risk management approach must be embedded into all aspects of planning, decision-making, and operational processes.

To this end, regular risk assessments will be conducted across all levels of the Ministry, ranging from Central Government to Local Governments and across all projects, programmes, and interventions. These assessments will involve systematic identification of potential threats, evaluation of their likelihood and impact, and the development of appropriate mitigation strategies. By institutionalizing this process, the Ministry aims to remain agile and responsive to emerging challenges, ensuring that risks are managed proactively rather than reactively.

Furthermore, ongoing monitoring and review mechanisms will be established to update risk profiles as circumstances evolve. This dynamic approach ensures that the Ministry can adapt its strategies promptly, sustain service delivery, and uphold accountability to the public and stakeholders. Through robust risk management, the MGLSD will enhance its resilience, safeguard the integrity of its initiatives, and ultimately, reinforce its

08

**CHAPTER
EIGHT:**

MONITORING AND EVALUATION

MONITORING AND EVALUATION

8.0 Introduction

This chapter illustrates how progress on implementation of the plan will be tracked and evaluated over time. It also defines roles of the stakeholders as well as the monitoring and evaluation undertakings to be conducted by the Ministry. It is a means by which the improvement or lack of improvement of the interventions will be demonstrated.

8.1 The Monitoring and Evaluation Framework

Effective monitoring and evaluation (M&E) is fundamental to the successful implementation of the MGLSDSP. This section outlines the framework that will guide the systematic collection, analysis, and utilization of data to track progress, assess performance, demonstrate accountability, and inform adaptive management throughout the implementation period. A robust M&E system will enable the Ministry to understand what is working well, identify challenges, make evidence-based adjustments, and ultimately maximize the impact of its interventions on the lives of Ugandans.

Specifically, the M&E framework for the MGLSD Strategic Plan will serve the following key purposes:

- i. **Tracking progress:** To systematically monitor the implementation of planned activities, outputs, and progress towards achieving the

strategic objectives and desired outcomes.

- ii. **Assessing performance:** To evaluate the efficiency, effectiveness, and relevance of programs and interventions in delivering intended results.
- iii. **Demonstrating accountability:** To provide evidence of resource utilization and progress towards commitments to the government, citizens, development partners, and other stakeholders.
- iv. **Informing decision-making:** To provide timely and reliable data and analysis to inform strategic planning, resource allocation, program adjustments, and policy development.
- v. **Facilitating learning and knowledge sharing:** To generate knowledge and lessons learned from implementation experiences, fostering continuous improvement and sharing best practices within the Ministry and with partners.
- vi. **Ensuring transparency:** To promote transparency in reporting on the implementation of the Strategic Plan and its impact.

8.2 Components of the MGLSDSP M&E Framework

The M&E framework comprises the following key components”

8.2.1 Results Framework and Indicators

The MGLSDSP is underpinned by a clear results framework that outlines the hierarchy of intended results, from actions to outputs, intermediate outcomes, outcomes, and ultimately, goal/impact. A set of robust and measurable indicators have been developed for each level of the results framework (see Annex 1).

8.2.2 M&E plan

The Ministry will develop an M&E Plan that ensures that the Strategic Plan stays on track by measuring progress, promoting accountability, and supporting evidence-based decisions. It will provide indicators, targets, and reporting mechanisms to guide implementation, enable mid-course corrections, foster learning through lessons and best practices, and strengthen transparency and sustainability.

8.2.3 Data collection methods and sources

A mix of quantitative and qualitative data collection methods will be employed to gather comprehensive information. These may include:

- i. Administrative data: Utilizing existing data from MGLSD programs, projects, and administrative systems.
- ii. Surveys: Conducting baseline, mid-term, and end-term surveys to collect data on outcomes and impact.
- iii. Routine monitoring data: Collecting regular data on activities and outputs through established reporting mechanisms.
- iv. Qualitative data collection: Utilizing methods such as focus group discussions, key informant interviews, and case studies to gather in-depth insights and understand contextual factors.
- v. Partners' reporting: Incorporating data from implementing partners and other stakeholders.
- vi. Research and studies: Commissioning or utilizing findings from relevant research and studies.

8.3 Data management and analysis

A robust data management system (Social Development MIS) will be established to ensure efficient collection, storage, cleaning, and analysis of data. This includes:

Developing standardized data collection tools to ensure consistency and accuracy. Standardized tools will be developed to enable the Ministry to have comparable aggregation and comparison of data from different sources. Data based on outcome/output indicators will therefore be collected using primary and secondary sources, studies and national surveys. The M&E Unit will validate the data collected at each level to ensure completeness, consistency and reliability. Departments will be given the necessary support in generating progress reports. During implementation of the plan, attention will be paid to:

- Tracking the implementation of scheduled activities.
- Ascertaining whether resources earmarked for implementation of the scheduled activities suffice and are delivering what was planned.
- Assessing whether the planned outputs

- and expected results are being realized.
- Assessing whether the institutional capacity in terms of capacity, logistics, human resources and financial resources is propelling the Ministry towards realization of its **strategic objectives as stated in the MGLSDSP**.
- Establishing whether there are any unanticipated challenges that might have cropped up and seeking best ways to address them.

8.4 Reporting and dissemination

Regular and timely reporting on M&E findings will be crucial for informing decision-making and demonstrating accountability. Reporting mechanisms will include:

- Quarterly and annual progress reports: Regular reports on the implementation of activities, outputs, and progress towards indicators.
- Mid-Term and End-Term Evaluation Reports: Comprehensive reports on the overall performance and impact of the MGLSDSP.
- Thematic reports: Reports focusing on specific program areas or cross-cutting issues.
- Dissemination events: Presenting to Senior Management, organizing workshops, seminars, and online platforms to share M&E findings with stakeholders.

8.5 Learning and adaptive management

The M&E framework will emphasize learning and adaptive management.

Mechanisms for this will include:

- Regular review meetings: Holding regular review meetings at various levels to discuss M&E findings, identify challenges, and brainstorm solutions.
- Learning events: Organizing workshops and knowledge-sharing sessions to disseminate lessons learned from M&E.
- Integration of findings into planning: This will ensure that M&E findings inform annual work planning and project/programme design.
- Feedback mechanisms: Establishing mechanisms for collecting feedback from beneficiaries and stakeholders to inform project/program/intervention adjustments.

8.6 Budget for M&E

Adequate resources will be allocated in the MGLSD budget to support the implementation of the M&E framework. This will cover costs related to data collection, analysis, reporting, capacity building, reviews and evaluations.

8.7 Capacity building for M&E

Investing in the capacity of MGLSD staff and partners in M&E will be a priority. This includes providing training on data collection methods, data analysis, reporting, and the use of M&E data for decision-making.

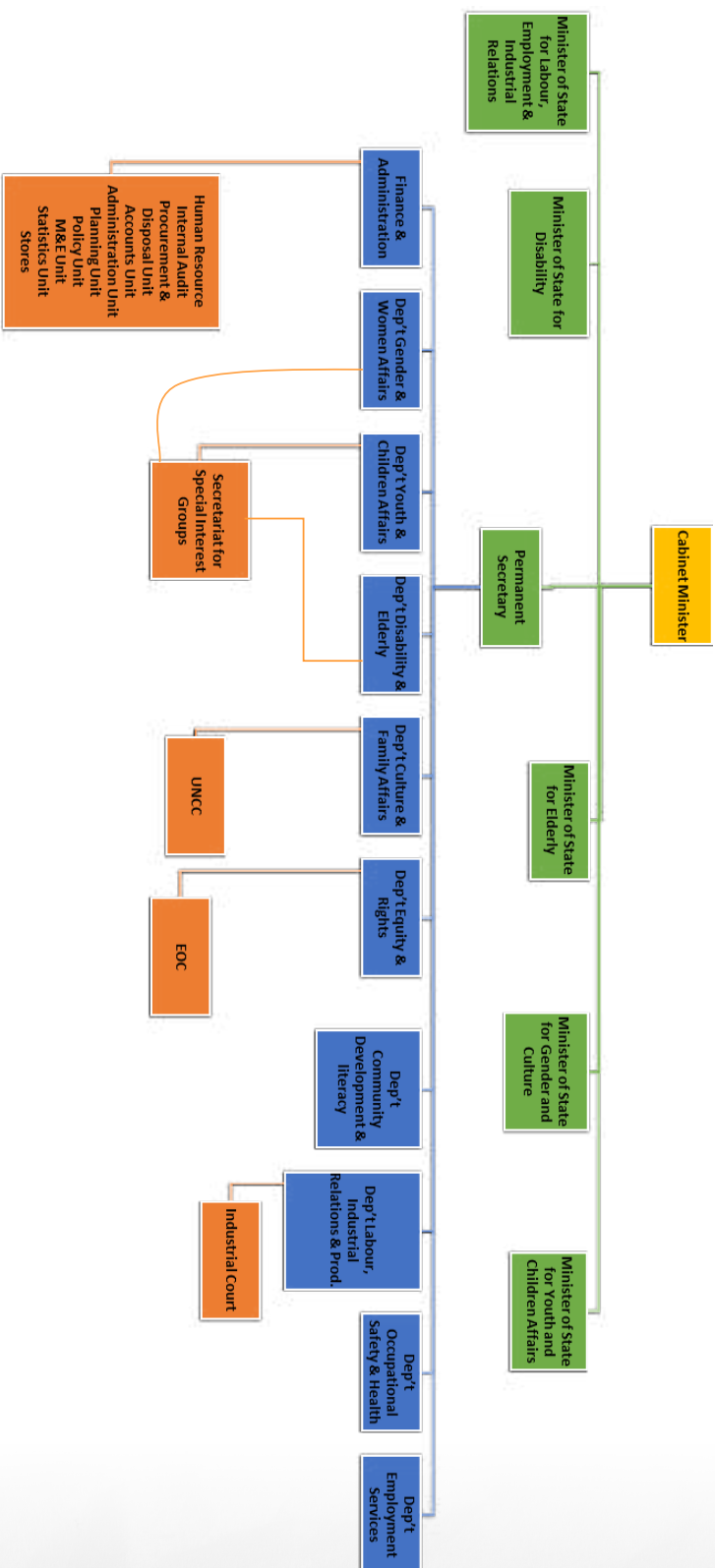
8.8 Evaluation

Evaluation criteria will be conducted in the following stages:

- a) Ex-ante evaluation: Evaluation of the plan will be done to analyze the long-term effects and trends in specific interventions/programmes.
- b) Mid-term review: The Ministry will undertake a mid-term review of the MGLSDSP by examining implementation progress at all levels. The report generated will be used to reengineer the interventions/programmes in order to achieve the objectives set in the strategic plan in time.
- c) End term evaluation: At the end of the strategic plan period, the Ministry will undertake an evaluation to ascertain the level of achievement and help in designing future activities of the strategic plan.
- d) Evaluation of major programmes: The Ministry will conduct evaluation of interventions, programmes and projects coordinated by departments.

ANNEXES

Annex 1: Ministry of Gender, Labour and Social Development Macro Structure



Annex 2: MGLSDSP results framework

Table 15: Detailed results framework for MGLSDP

Goal: “To transform communities and enhance productivity in a safe and secure environment based on inclusiveness and mutual respect”

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
Objective 1: To promote early childhood development and juvenile justice for improved child well-being										
HUMAN CAPITAL DEVELOPMENT PROGRAMME										
1.1	Intermediate Outcome: Increased access to quality and inclusive pre-primary education	Percentage of ECCE centers providing access to two additional collaborative ECD services (i.e., nutrition, health, early stimulation and protection services)	100%	100%	100%	100%	100%	100%	Administrative	Youth and Children, Community Development and literacy, Culture and family affairs.

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
1.2	Intermediate Outcome: Enhanced compliance of duty bearers (families, parents and caregivers) to parenting standards <i>(what are the parameters for measuring compliance?)</i>	Proportion of duty bearers (families, parents and caregivers) complying to the parenting standards	-	25%	28%	30%	35%	40%	Police reports, SAUTTI 116 Helpline, Reports from Community Services Departments in the DLGs, Juvenile court records	Youth and Children, Community Development and Literacy, Culture and Family Affairs.
Intervention: To strengthen Early Childhood Development and juvenile justice to enhance child wellbeing										
1.3	Prevention and response strategies to abuse, exploitation and violence	Number of D/CDOs trained on effective parenting of children	123	500	500	500	500	500	MGLSD Annual reports	Culture and family affairs

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
	against children, 0-8 years strengthened	Number of caregivers/parents trained on effective parenting of children	0	50000	150000	200000	280000	350000	MGLSD Annual reports	Culture and family affairs
		Percentage of people who believe that a child needs to be physically punished aggregated by nationality, refugee status, gender and disability..	53%	51%	49%	47%	45%	43%	UDHS	Youth and Children, Gender and women affairs, Disability and elderly.

[illegible]

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
1.4	Intermediate Outcome: Improved use of Alternative Dispute Resolution Mechanisms	Percentage of juveniles diverted from the formal Justice system	40	41.6	43.26	44.99	46.79	48.67	AJP Annual Report	Youth and Children
1.5	Intermediate Outcome: Improved disposal of cases in the justice system	Disposal rate of juvenile cases	45	49	50	52	55	60	MGLSD Performance reports	Youth and Children
									MGLSD Annual report	Youth and Children
		Average length of stay on remand (months) for Juvenile offenders	3 months	2.97	2.4	1.95	1.59	1.5	MGLSD Annual report	Youth and Children
									MGLSD Annual report	Youth and Children
									MGLSD Annual report	Youth and Children
		Capital offenders	6.72		5.6	4.9	3.5	3		
		7 months								

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/ 24	Target FY2025/ 26	Target FY2026/ 27	Target FY2027/ 28	Target FY2028/ 29	Target FY2029/ 30	Data Source	Responsible Department(s)
	Intervention: Promote human rights-based approach									
1.6	Prisoners and Juvenile human rights observed	Number of children served in courts of law(lower and higher courts)	859	869	879	889	899	909	MGLSD Annual Report	Youth and Children
	Intervention: Increase the coverage of justice service delivery points									
1.7	Presence of Juvenile service delivery points enhanced	Number of court spaces created in remand homes	0	2	1	1	1	1	MGLSD Annual report	Youth and Children
		Number of juvenile service delivery centres constructed	1	1	6	6	6	10	MGLSD Annual report	Youth and Children
	Intervention: Retool Justice service delivery points									
1.8	Juvenile service delivery points equipped	Number of juvenile delivery points equipped	60	12	12	12	12	12	MGLSD Annual report	Youth and Children

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/ 24	Target FY2025/ 26	Target FY2026/ 27	Target FY2027/ 28	Target FY2028/ 29	Target FY2029/ 30	Data Source	Responsible Department(s)
	Intervention: Strengthen Implementation of court orders									
1.9	Prisoners and Juveniles delivered to Court	Number of Juveniles on remand	1603	1580	1572	1550	1515	1490	MGLSD Annual Report	Youth and Children
		Number of juveniles produced in court to access justice	859	870	870	890	900	1000	MGLSD Annual Report	Youth and Children
		Proportion of eligible juveniles produced to court	100	100	100	100	100	100	MGLSD Annual Report	Youth and Children
	Intervention: Implement special programmes that promote equal opportunities to reduce vulnerability									
1.10	Facilities responsive to persons with special needs established.	Number of Juvenile attended to both in the lower and higher courts	1,603	1635	1668	1701	1735	1770	MGLSD Annual Report	Youth and Children

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/ 24	Target FY2025/ 26	Target FY2026/ 27	Target FY2027/ 28	Target FY2028/ 29	Target FY2029/ 30	Data Source	Responsible Department(s)
		Number of Juveniles resettled after attendance of courts.	1,556	1587	1619	1651	1684	1718	MGLSD Annual Report	Youth and Children
	Intervention: Strengthen human resources in juvenile justice service delivery									
1.11	Capacity of juvenile justice service duty bearers strengthened	Number of the probation officers trained.	310	310	310	310	310	310	Annual Report	Youth and Children
Objective 2: To promote decent work, skills development and equitable labour justice										
HUMAN CAPITAL DEVELOPMENT PROGRAMME										
2.1	Intermediate Outcome: Employment opportunities	Number of jobs created in formal and informal sector		800	800	800	800	800	National Human Resource Survey	Labour and industrial relations

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
	, safety and Compliance to labour standards increased	Proportion of workers reporting Occupational injuries and diseases	100%	100%	90%	80%	80%	70%	Labor survey	OSH
		Number of inspected work places compliant with labour standards	20000	500	600	800	900	1000	OSH MIS	OSH

[illegible]

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
2.2	Compliance with labour laws, Policies, Guidelines and standards strengthened	Number of labour, employment and OSH policies, Laws, regulations, guidelines and standards revised /developed	6	3	4	4	3	2	MGLSD Annual Report	Labour and industrial relations, Employment services, OSH
		Number of workers, employers, training institutions and recruitment agencies sensitised on labour Policies, laws, regulations and guidelines	50,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	MGLSD Annual Report	Labour and industrial relations, Employment services, OSH

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		No. of stakeholders (Labour Officers, workers, employers, training institutions and recruitment agencies) with built capacity on compliance to labour, employment, safety and health standards at work places	50,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	Administrative	Labour and industrial relations, Employment services, OSH
		No. of work places inspected compliant with employment and labour standards	821	900	1,200	1,250	1,400	1,400	Administrative	OSH and labour and industrial relations

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
2.3	Industrial peace and harmony at workplaces strengthened	Number of labour complaints and disputes registered and settled	505	500	600	800	900	1,000	MGLSD	Labour and industrial relations,
		No. of labour unions & employers' organisations trained in collective bargaining and negotiations	-	20	20	20	30	30	MGLSD	Labour and industrial relations,
		No. of Labour Unions registered	3	5	8	8	10	15	MGLSD	Labour and industrial relations,
		No of Labour Officers trained on industrial relations	202	202	215	215	215	215	MGLSD	Labour and industrial relations, Industrial Court.

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		No. of eligible workers accessing timely compensation	91	102	150	200	240	300	MGLSD	Labour and industrial relations,
2.4	Safe, Orderly and Regular labour migration promoted	Number of people employed through labour externalization program disaggregated by age, gender, nationality and refugee status	11,291	20,000	21,000	22,000	23,000	24,000	MGLSD Annual Report, EEMIS	Employment services

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Number of awareness campaigns conducted of safe labour migration to promote uptake of decent employment opportunities abroad	8	15	15	15	15	15	MGLSD Annual Report on safe labour migration	Employment services
		Number of private recruitment agencies and labour training centres licenced and complying with labour regulations for both internal and external employment	432	100	100	100	100	100	MGLSD, EEMIS	Employment services.

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Number of bilateral labour agreements and MoUs signed and implemented	3	1	1	1	1	1	BLAs and MoUs	Labour and industrial relations, Employment services
2.5	Programmes to support entrepreneurship for job creation developed and implemented	Number of Micro, Small, and Medium Enterprises (MSMEs) supported with access to finance, capacity building, and market access interventions.	-	3,208	1,399	-	-	-	MGLSD Annual Report	Labour and industrial relations

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Number of common user facilities established, upgraded, and equipped to support employment transition	-	4	4	-	-	-	MGLSD Annual Report	Labour and industrial relations,
		Number of institutions with enhanced capacity to implement green jobs programs	21	80	90	100	120	120	MGLSD Annual Report	Labour and industrial relations
		Percentage of Youth Transitioning to employment	24%	28%	32%	36%	42%	44%	National Labour Force Survey, UHNS	Labour and industrial relations

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
2.6	Labour market inclusion of vulnerable/special groups such as migrant returnees, refugees,	Digital Job Matching platform operational						1	Administrative	Employment services
		Number of Informal (Jua Kali) Enterprises receiving the toolkits and Business Development Services	229	500	572	643	715	715	MGLSD Annual Report	Labour and industrial relations
	Labour market inclusion of vulnerable/special groups such as migrant returnees, refugees,	Number of vulnerable/special groups in employment aggregated by age, gender, disability, refugee status, displacement.	PWD=21 % Females=44%	PWD=25 % Females=46%	PWD=26 % Females=47%	PWD=28 % Females=48%	PWD=30 % Females=49%	PWD=35 % Females=50%	MGLSD Annual Report	Employment services

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
	PWDs strengthened	Proportion of refugees in employment	0.29	0.33	0.37	0.4	0.45	0.5	Food security and Nutrition assessment reports, Livelihood and resilience quarterly dashboards (UNHCR)	employment services, Labour and industrial relations, Culture and family affairs
2.7	Functional labour market information system (LMIS) developed	Functional labour market information system (LMIS) that includes refugee data in place	0	1				MGLSD Annual Report	MGLSD	Employment services
	Intervention: Improving Occupational Safety and Health (OSH) management									

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
2.8	Mechanisms for reducing workplace injuries, accidents and occupational diseases implemented	Number of workplaces with OSH systems in place	8,000	500	2,000	4,000	5,000	6,000	OSH-MIS	OSH
		Number of workplaces reporting OSH injuries and diseases to MGLSD	10	500	1,000	1,000	2,000	3,000	OSH-MIS	OSH
		Number of stakeholders trained on best practices of Occupational Safety and Health management	500	2,000	3,000	5,000	5,000	5,000	OSH-MIS	OSH

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
2.9	Chemical safety & security management strengthened	Non-Tax Revenue generated from OSH management (Shs. Billions)	1.77	1.80	2.00	2.20	2.50	2.50	OSH-MIS	OSH
		Number of workplaces registered in line with the requirement of OSH Act, 2006	1,281	1,500	2,000	2,500	2,500	3,000	OSH-MIS	OSH
		Number of workplaces inspected	18	120	150	200	250	300	Administrative	OSH
		Number of stakeholders trained on safe handling of chemicals	405	500	800	1,000	1,000	1,000	Administrative	OSH

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
Intervention: Promote labour productivity, research, innovation, and technology uptake										
2.10	National Productivity Centre established and operationalised	National productivity Centre in place and operational	1	1	1	1	1	1	MGLSD Annual Report	Labour and industrial relations, Employment services, OSH
		Percentage of population in employment for online jobs	10%	12%	14%	16%	18%	20%	NLFS, UNHS, UHRS	Employment services
	Workforce development and upskilling programs implemented.	Number of Apprentices trained	100	100	200	500	1,000	2,000	MGLSD Annual Report	Labour and industrial relation
		National strategy of business development services developed and operationalized							MGLSD Annual Report	Labour and industrial relation

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/ 24	Target FY2025/ 26	Target FY2026/ 27	Target FY2027/ 28	Target FY2028/ 29	Target FY2029/ 30	Data Source	Responsible Department(s)
2.11	National productivity, labour, employment and OSH research and innovation promoted	National productivity Centre in place and operational	-	1	1	1	1	1	MGLSD Annual Report	Labour and industrial relations
ADMINISTRATION OF JUSTICE PROGRAMME										
	Intervention: Strengthen case management									
2.12	Cases disposed of	Number of Labour disputes cases disposed of	150	250	250	250	250	250	MGLSD Annual Report	Labour and industrial relations, Industrial Court of Uganda
	Intervention: Promote use of ADR in justice delivery processes									
2.13	Use of mediation for dispute	Number of cases disposed of through mediation	100	300	300	300	300	300	MGLSD Annual report	Labour and industrial relations, Industrial

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S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
2.16	Case backlog reduction measures enhanced	Proportion of disposed of cases that are backlog	41.1	45.7	47.8	49.8	51.3	52.8	Aoj Annual Report	Labour and industrial relations, Industrial Court of Uganda
Intervention: Increase the coverage of justice service delivery points										
2.17	Presence of Justice service delivery points enhanced	Number of new labour service delivery centres constructed	1	1	6	6	6	10	MGLSD Annual report	Labour and industrial relations, Industrial Court of Uganda
Objective 3: Reduce vulnerability, gender disparities through inclusive empowerment and strengthened social protection systems										
HUMAN CAPITAL DEVELOPMENT PROGRAMME										
3.1	Intermediate Outcome: Vulnerable persons protected	Percentage of seats/ positions held by special interest groups (women, Older		40%	40%	40%	40%	40%	Administrative	Gender and women affairs, Disability and elderly

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
	from deprivation and livelihood risks	Persons, Persons with Disabilities (PWDs), Children & Youth, Ethnic minorities) to parliament, local governments and managerial positions in the formal sector	340% (Women)	1%	1%	1%	1%	1%	Administrative	Gender and women affairs, Disability and elderly
			0.9% (Older persons)	2%	2%	2%	2%	2%	Administrative	Gender and women affairs, Disability and elderly, Youth and Children
			0.9% (PWDs)	1%	1%	1%	1%	1%	Administrative	Gender and women affairs, Disability and elderly, Youth and Children

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
			00% (Ethnic minorities)	5%	5%	5%	5%	5%	Parliament (Department of Research Services Fact sheet), LG Annual Reports	Equity and Rights
		Proportion of eligible population with access to social care services	0.7	0.7	0.7	0.82	0.82	0.82	Annual Statistical Abstracts	all departments
		Proportion of the eligible vulnerable persons with access to Direct income support	0.14	0.16	0.16	0.16	0.24	0.24	Administrative	Disability and Elderly Affairs, Gender and women affairs

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Youth Labour force participation rate	51%	51%	62%	62%	62%	62%	National Labour Force Survey, Statistical Abstract UBOS	Labour and industrial relations
		Percentage of children involved in child labour	40%	40%	38%	38%	35%	35%	National Labour Force Survey, Statistical Abstract UBOS	Labour and industrial relations

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
3.2	Intermediate Outcome: Improved Gender relations in development processes	Proportion of the population covered by social protection systems by sex, distinguishing children, youth, older persons, PWDs, work injury victims, the poor, vulnerable and refugees	0.9% (Youth)	5%	7%	8%	9%	10%	MGLSD reports, UBOS	Disability and Elderly Affairs,
		Prevalence of physical Violence	41.5%	41.5%	41.5%	37.8%	37.8%	37.8%	UDHS	Gender and women affairs, Youth and children, Culture and family affairs

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/ 24	Target FY2025/ 26	Target FY2026/ 27	Target FY2027/ 28	Target FY2028/ 29	Target FY2029/ 30	Data Source	Responsible Department(s)
		Prevalence of sexual Violence	16.0%	16.0%	14.8%	14.8%	14.8%	11.0%	UDHS	Gender and women affairs.
		Percentage reduction in child marriage (children married by age 18)	32.8%	30.0%	30.0%	26.0%	26.0%	24.0%	UDHS	Gender and women affairs, culture and family affairs, Youth and children.
		Reduction in Teenage Pregnancy	24.0%	21.0%	19.0%	20.0%	18.0%	14.0%	MGLSD	Gender and women affairs, culture and family affairs, Youth and children.
Intervention: Expand scope and coverage of livelihood enhancement and economic empowerment programmes for Youth, Women, Older Persons, PWDs and ethnic minorities										

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
3.3	Youth, Women, Older Persons, PWDs, indigenous ethnic minorities and refugees livelihood and empowerment programmes implemented	Number of youth benefiting from livelihood and empowerment programmes aggregated by nationality, refugee status, gender and disability.		8,640	8,640	8,640	8,640	8,640	UWEP/Y LP annual performance report	Youth and children
		Number of women in livelihood and empowerment programmes aggregated by nationality, refugee status, gender and disability..	9,519	12,960	12,960	12,960	12,960	12,960	UWEP/Y LP annual performance report	Gender and women affairs

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Number of Older Persons Supported in livelihood and empowerment programmes aggregated by nationality, refugee status, gender and disability.	10,874	9,600	9,600	9,600	9,600	9,600	SEGOP annual performance 2023/24	Disability and elderly affairs
		Number of PWDs Supported in livelihood and empowerment programmes aggregated by nationality, refugee status, gender and disability..	5,730	31,872	31,872	31,872	31,872	31,872	NSGPWDs annual performance report 2023/24	Disability and elderly

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Number of indigenous ethnic minorities in livelihood and empowerment programmes	16,804	200	250	300	350	400	Annual Performance Reports	Equity and Rights
		Number of youth provided with non-formal vocational, entrepreneurial and life skills trainings at the Youth Skills Centres	410	1,500	1,800	2,000	2,500	3,000	Administrative	Labour and industrial relations

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/ 24	Target FY2025/ 26	Target FY2026/ 27	Target FY2027/ 28	Target FY2028/ 29	Target FY2029/ 30	Data Source	Responsible Department(s)
3.4	Direct Income Support Programmes designed and implemented	Proportion of refugee households in livelihood and empowerment programmes	34%	38%	45%	52%	59%	65%	FSNA, UNHCR livelihood and resilience sector working group dashboard	Labour and industrial relations (GROW Project)
		Number of eligible older persons accessing the Senior Citizens Grant including displaced persons and refugees	315,550	316,000	318,000	318,500	319,000	325,000	Administrative	Disability and elderly
		Number of eligible children accessing the Severe Child Disability Grant	-	156,000	206,000	321,000	493,000	510,000	Administrative	Disability and elderly

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Number of beneficiaries of the Nutrition Child Sensitive Social Protection Programme		70,000	90,000	100,000	110,000	120,000	Administrative	Disability and elderly, Youth and children, Equity and Rights
		Number of beneficiaries enrolled on Urban cash program		2,000	4,000	6,000	8,000	10,000	Administrative	Disability and elderly, Labour and industrial relations, Youth and children, Equity Rights

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
3.5	Contributory Social Security to workers in the formal and Informal Sector expanded	Number of contributory Social Security packages developed	62	65	65	70	70	70	Off-budget, GoU	Disability and elderly, Youth and children, Equity and Rights
		Number of workers in the formal and informal sectors benefiting from the Contributory Social Security		25,000	30,000	35,000	38,000	40,000	Administrative	Labour and industrial relations, Employment services, Disability and Elderly

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
3.6	Shock responsive systems in the delivery of Social Protection strengthened	Number of social protection programmes that are shock responsive		3	3	3	5	5	Administrative	Disability and elderly, Youth and children, Equity and Rights Labour and industrial relations
3.7	Social protection systems strengthened.	Functional social protection systems in place.		3	5	8	8	8	Administrative	Disability and elderly, Youth and children, Equity and Rights Labour and industrial relations
	Intervention: Provide holistic social care and support (assistance) services to vulnerable groups									

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
	Holistic Social Care and Support for the Poor and Vulnerable persons provided across the Lifecycle	Number of children accessing social care and support services in the Institutions (Rehabilitation Centre, Remand homes and Children's homes)	2,303	2,000	2,000	1,800	1,700	1,500	Administrative	Disability and elderly, Youth and children, Equity and Rights Labour and industrial relations
		Number of eligible poor accessing social care and support services		10,000	10,000	10,000	10,000	10,000	Administrative	Disability and elderly, Youth and children, Equity and Rights Labour and industrial relations

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		No. of eligible children provided alternative care services aggregated by nationality, refugee status, gender and disability.	50,000	40,000	35,000	25,000	20,000	20,000	Administrative	Youth and children
		No of PWDs provided rehabilitative and assistive devices		180	250	300	380	400	Administrative	Disability and elderly

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
3.9		Institutional and Regulatory arrangements to strengthen the Social Service Workforce (Para social workers, VHTs, LCI secretary for children affairs, teachers, Social medical workers)	1	1	1	1	1	1	Administrative	Disability and elderly, Community Development and literacy
	Capacity of social service workforce improved to deliver comprehensive care and support	Proportion of social workforce trained to deliver comprehensive care and support	20%	25%	30%	35%	40%	45%	Administrative	All Departments

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
3.10	Family and Community Capacities to care and support vulnerable individuals strengthened	Proportion of vulnerable individuals (targeted) whose capacity has been strengthened in family and community care	0	30%	35%	40%	45%	50%	Administrative	culture and family affairs, Community Development and literacy, Gender and Women affairs
3.11	Intervention: Promote Women's economic empowerment, leadership and participation in decision making through investment in entrepreneurship programmes, business centres									
	Women participation in development processes increased	No. of women benefiting from empowerment Programmes	10,874	15,000	13,000	13,500	14,000	14,500	Administrative	Gender and women affairs
		Proportion of women in managerial decision-making positions	0.37	0.39	0.41	0.42	0.44	0.45	Administrative	Gender and women affairs

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/ 24	Target FY2025/ 26	Target FY2026/ 27	Target FY2027/ 28	Target FY2028/ 29	Target FY2029/ 30	Data Source	Responsible Department(s)
		No. of women in political leadership position	360,777	360,777	360,777	360,777	360,777	360,777	Administrative	Gender and women affairs
Intervention: Promote gender equality and equity responsive planning, budgeting and implementation										
3.12	Gender and equity compliance assessments conducted	Percentage of LGs & MDAs complying with gender and equity responsive planning and budgeting.	67%	70%	75%	77%	80%	85%	MGLSD annual reports	Gender and women affairs
		Number of MDAs & LGs implementing gender and equity commitments	136	138	145	150	155	177	MGLSD annual reports	Gender and women affairs, Equity and Rights

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Data Source	Responsible Department(s)
3.13		Percentage of private entities implementing gender and equity guidelines	0	20%	25%	30%	40%	50%	Gender and women affairs, Equity and Rights
	Gender statistics produced, accessed and used	Number of functional statistical committees/ the main areas for gender statistics	23	50	75	100	135	176	NSI Assessment report
		Number of national minimum set of gender and human rights indicators with available data	32/54	34/54	35/54	36/54	37/54	38/54	NSI Assessment report
									Finance and Administration

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
3.14	Gender Based Violence (GBV) and VAC prevention and response interventions scaled up at all levels	Number of GBV cases reported	14,681	13,600	12,000	11,500	11,000	10,000	Annual crime report (2023), LC 1, Subcounty CDO, National surveys, SAUTTI 116	Gender and women affairs
		Percentage of children aged 13-17 who experienced sexual abuse aggregated by age, type of violence, gender, nationality, refugee status and disability	36.60%	34.20%	34.00%	32.80%	30%	28%	VAC survey/U DHS	Youth and Children, Gender and women affairs

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Proportion of ever partnered population aged 15 and above subjected to physical, sexual or psychological violence	Physical Violence- 22.5%	21%	20.5%	20%	19%	19.5%	UDHS	Youth and Children, Gender and women affairs
			Psychological violence- 29.3%	29%	28.5%	28%	27.8%	27%	UDHS	Youth and Children, Gender and women affairs
			Sexual violence- 16.6%	16.2%	15%	14%	13%	12%	UDHS	Youth and Children, Gender and women affairs

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/ 24	Target FY2025/ 26	Target FY2026/ 27	Target FY2027/ 28	Target FY2028/ 29	Target FY2029/ 30	Data Source	Responsible Department(s)
3.15	Protection, respect and redress	Number of vulnerable persons including victims of VAC and GBV provided psychosocial support services (aggregated by age and sex)	1,260	2,000	2500	3000	4000	5000	MGLSD annual reports	Gender and women affairs
		Number of GBV shelters rehabilitated	21	1	1	1	1	1	MGLSD annual reports, 21 shelters	Gender and women affairs
		Number of children living under residential care deinstitutionalized	50,000	30,000	28,000	26000	22000	18000	MGLSD annual reports	Youth and children
3.15	Protection, respect and redress	Number of pre-tribunal sessions conducted	400	500	600	800	1,000	MGLSD annual reports	Equity and Rights	

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
	mechanisms for Human rights enhanced	Number of Social justice cases handled to completion.		380	520	580	820	1,000	MGLSD annual reports	Equity and Rights
3.16	Social Risk Management in projects and programmes strengthened	Number of stakeholders trained on Social Risk Management		3000	4000	6000	8000	10000	MGLSD annual reports	All projects and programmes
		Number of initiatives in place to promote Social Risk Management		5	8	10	12	10	MGLSD annual reports	All projects and programmes

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/ 24	Target FY2025/ 26	Target FY2026/ 27	Target FY2027/ 28	Target FY2028/ 29	Target FY2029/ 30	Data Source	Responsible Department(s)
3.17	National Blue Print on Disability Prevention, Management and Inclusion implemented	Number of Persons with Disabilities skilled in non formal vocational and entrepreneurial skills at Rehabilitation Centers aggregated age, gender, nationality and refugee status	500	500	520	550	580	600	Administrative	Community Development and Literacy, Disability and elderly
		Number of PWDs provided with assistive and rehabilitative devices aggregated by age, gender, nationality and refugee status	202	100	120	150	180	220	Administrative	

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
3.18	Structures of the Council for Special Interest Groups (Older Persons,	Number of eligible children accessing disability benefit/grant disaggregated by age, gender, nationality and refugee status	235,000	274,000	395,000	395,000	395,000	395,000	National Disability Grant Annual report	Disability and elderly
		Number of creative and innovative projects initiated by young entrepreneurs with disabilities.		500	1,000	1,000	1,000	1,000	National Disability Grant Annual report	Disability and elderly, Gender and Women
		Number of youth mobilised to demand, uptake and participate in development processes	21,519	250,000	380,000	600,000	780,000	1,000,000	Administrative	All Departments

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
3.19	Women, Youth, Persons with Disabilities) strengthened	Number of older persons mobilised to demand, uptake and participate in development processes	10,000	100,000	300,000	500,000	800,000	950,000	Administrative	Disability and elderly
		No. of women mobilised to demand, uptake and participate in development processes	20,300	22,000	25,000	30,000	35,000	40,000	Administrative	Labour and industrial relations, Gender and women affairs
		Number of persons with disabilities mobilised to demand, uptake and participate in development processes	10,300	500,000	600,000	800,000	800,000	900,000	Administrative	Disability and elderly, Community Development and literacy,

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
3.20	Observance to Human rights strengthened	Proportion of Business Leaders aware of their human rights responsibilities	-	0.20	0.28	0.32	0.36	0.38	Administrative	Equity and Rights
		Proportion of Businesses that adopt standardized and mainstream acceptable business and human rights policies and practices such as Free, Prior and Informed Consent	-	0.18	0.22	0.28	0.34	0.36	Administrative	Equity and Rights

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S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
4.1	Intermediate Outcome: Increased participation of the population in development initiatives	Percentage of households actively involved in national development initiatives and decision-making processes.		25%	30%	35%	37.50%	40%	MGLSD Annual Performance report	Community Development and Literacy
		Proportion of household participating in saving schemes	20%	25%	30%	35%	37%	36%	Administrative	Community Development and Literacy
4.2	Intermediate Outcome: Increased competitiveness of Ugandan	Total trade of core cultural goods (exports) by the culture and creative domains	2,302,393	2,417,513	2,538,388	2,665,308	2,798,573	2,938,502	Administrative	Culture and family Affairs

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
	cultural and creative goods and services on the local and international market	Total trade of core cultural goods (Imports) by the culture and creative domains	16,516,428	15,690,607	14,906,076	14,160,772	13,452,734	12,780,097	Administrative	Culture and family Affairs
		Total trade of core cultural services (exports) by the culture and creative domains	0 million USD	2	4	6	8	10	Administrative Data	Culture and family Affairs
		Total trade of core cultural services (Imports) by the culture and creative domains	5.6 million USD	5.6	5.32	5.04	4.76	4.48	Administrative Data	Culture and family Affairs
		Number of Arts and culture facilities established	10	10	10	14	16	20	Administrative Data	Culture and family Affairs

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
	Intervention: Promote community mobilization, sensitization and awareness creation for demand and uptake of development initiatives									
4.3	Increased awareness and capacity of community members to participate in and influence national	Number of community duty bearers (Civil servants, community leaders, religious leaders, parish chiefs) trained on CMMC	123	2,640	2,640	2,640	2,640	2,640	MGLSD Annual Report	Community Development and Literacy

[illegible]

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
4.4	Institutional capacity for central, local government, political leaders and non-state actors in the implementation of CMMC strengthened	Number of stakeholders at national and local government level capacity developed		3440	3540	3640	3740	3840	Annual Performance Reports	All Departments
Intervention: Develop and implement a national civic education and adult literacy programmes with emphasis on roles and responsibilities of families, communities and citizens										
4.5	Robust non formal Adult Learning and community	Number of LGs implementing ICOLEW	8	20	35	40	45	50	MGLSD Annual Report	Community Development and literacy

[illegible]

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
4.7	National Arts Council established	National Arts Council in place	0	-	-	-	-	1	MGLSD, UBOS	Culture and Family affairs.
4.8	Practitioners and entrepreneurs capacity under CCLs enhanced (Music, films, visual art, fashion and design etc.)	Number of CCLs professional courses established in education and training institutions	20	20	20	20	25	30	MGLSD, UBOS	Culture and Family affairs.
		Number of CCLs practitioners enrolled and trained in skills development and entrepreneurship	-	500	500	500	500	500	MGLSD, UBOS, MoES	Culture and Family affairs.
		Number of training centers for CCLs established.	3		1	1	1	1	MGLSD, UBOS	Culture and Family affairs.

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
4.9		Number of research reports for different domain published and disseminated	1	12	12	12	12	12	MGLSD, UBOS, UNESCO	Culture and Family affairs.
	Cultural heritage preserved and promoted	Number of traditional institutions supported to promote indigenous knowledge and skills	17	17	19	19	20	22	MGLSD, UBOS	Culture and Family affairs.
		Number of traditional institutional document and recordings databases on cultural traditions, norms and practices	4	7	10	13	17	17	MGLSD, UBOS	Culture and Family affairs.

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
4.10	An enabling environment for Small and medium CCI enterprises created	Number of CCIs SMEs created.	12,460	13,968	15,476	16,984	18,492	20,000	MGLSD, UBOS	Culture and Family affairs.
		No. of beneficiaries accessing credit under Culture and Creative Industries investment	-	2,000	5,000	8,000	10,000	15,000	Administrative	Culture and Family affairs.
		Number of market channels (both domestic and international) accessed	-	50	130	150	180	220	Administrative	Culture and Family affairs.
		Number of Cultural and Creative Industry domain SACCOS licensed	0	3	5	7	10	12	Uganda Microfinance Regulatory Authority	Culture and Family affairs.

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Number of registered companies under the Culture and Creative Industry	0	80	80	80	80	80	MGLSD, URSB annual report	Culture and Family affairs.
		Number of copyrights registered	80	160	240	320	400	480	MGLSD, URSB annual report	Culture and Family affairs.
4.11	National and Regional Art and cultural centers established	Number of National and Regional Art and cultural centers established		1	1	1	1	1	MGLSD, annual report	Culture and Family affairs.
Objective 5: To improve institutional, policy and coordination frameworks to ensure effective and efficient service delivery										
HUMAN CAPITAL DEVELOPMENT PROGRAMME										
5.1	Intermediate Outcome: indicators achieved	Number of outcome indicators achieved	30%	40%	50%	60%	80%	90%	Administrative Data	Finance and Administration

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
5.2	Intermediate Outcome: Legal and Regulatory framework strengthened	Percentage of laws, regulations and policies revised and/or implemented in line with NDP and international standards.	35	40	50	50	80	100	Administrative Data	all departments
Intervention: Develop and review policies and regulations related for MGLSD										
5.3	Policies for MGLSD reviewed and developed	MGLSD policies developed and reviewed		3	3	3	3	3	MGLSD, annual report	All Departments
5.4	Regulations for MGLSD reviewed and developed	MGLSD regulations developed and reviewed		2	2	2	2	2	MGLSD, annual report	All Departments
		Number of Labour Law Audits carried out	1	1	1	1	1	1	MGLSD Annual Report	Labour and Industrial Relations

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		National Association of Labour Laws Established	1	1	1	1	1	1	Annual Report	All Departments
Intervention: Capacitate MGLSD institutions to deliver Social Development services										
5.5	Capacitate MGLSD to deliver social services	Human resource capacity building and management & records management conducted (including RAPEX)		1	1	1	1	1	MGLSD, annual report	All Departments
		Number of justice service delivery duty bearers trained	310	310	310	310	310	310	Annual Report	Department of Labour and Industrial Relations, Department of Youth and Children

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Wage, salaries, pension and gratuity for MGLSD paid	1	1	1	1	1	1	MGLSD, annual report	Finance and Administration
		Subventions facilitated	1	1	1	1	1	1	MGLSD, annual report	Finance and Administration
		Number of Feasibility studies conducted		5	5	5	5	5	MGLSD, annual report	Labour and industrial relations, Youth and children,
		Number of national, regional and international meetings and consultative meetings organised and attended	112	172	172	172	172	172	MGLSD, annual report	All Departments

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Number of Budget reports produced		4	4	4	4	4	MGLSD, annual report	Finance and Administration
		Client Charter Developed, disseminated and implemented	1	1					MGLSD, annual report	Finance and Administration
		Service Delivery Standards developed disseminated and implemented	1	1					MGLSD, annual report	All Departments
		MGLSD strategic plan developed	1	1					MGLSD, annual report	F&A
		Number of Statistical Abstracts produced		1	1	1	1	1	MGLSD, annual report	Finance and Administration

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Report on implementation status of Cabinet decisions/ directives and Sectoral public policies in the MDA monitored and evaluated produced.	1	4	4	4	4	4	MGLSD, annual report	F&A
Intervention: Undertake monitoring, Evaluation and reporting										
5.6	Monitoring, evaluation, and reporting for MGLSD strengthened	M&E plan developed	1	1					MGLSD, annual report	Finance and Administration
		M&E results framework developed and implemented	1	1					MGLSD, annual report	Finance and Administration
		Number of MGLSD performance reports produced		4	4	4	4	4	MGLSD, annual report	Finance and Administration

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Annual Reviews conducted	1	1	1	1	1	1	MGLSD, annual report	Finance and Administration
		Number of evaluations conducted		2	2	2	2	2	MGLSD, annual report	Finance and Administration
		Number of follow-up activities on recommendations from monitoring and evaluation reports conducted		4	4	4	4	4	MGLSD, annual report	Finance and Administration
		Social Development Partners coordination meetings conducted		4	4	4	4	4	MGLSD, annual report	Finance and Administration

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Functional Social Development MIS developed	0		1	1			MGLSD, annual report	Finance and Administration
Intervention: Integrate crosscutting issues in the social development programmes										
5.7	Crosscutting issues mainstreamed	Proportion of gender and equity mainstreaming interventions implemented		10	10	10	10	10	MGLSD, annual report	Gender and women affairs, Equity and Rights
		Proportion of HIV/AIDS mainstreaming interventions undertaken		10	10	10	10	10	MGLSD, annual report	Finance and Administration
		Proportion of Human Rights mainstreaming interventions undertaken		10	10	10	10	10	MGLSD, annual report	Equity and Rights

S/ N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department(s)
		Proportion of nutrition mainstreaming interventions undertaken		4	4	4	4	4	MGLSD, annual report	All Departments
		Proportion of population and development mainstreaming interventions undertaken		10	10	10	10	10	MGLSD, annual report	All Departments
		Proportion of disaster preparedness mainstreaming interventions undertaken		4	4	4	4	4	MGLSD, annual report	Labour, OSH, Disability and elderly
		Proportion of climate change and environment protection interventions undertaken		3	3	3	3	3	MGLSD, annual report	OSH, Labour, Community, Disability and elderly

S/N	Intermediate Outcome/ Output	Indicator	Baseline FY2023/ 24	Target FY2025/ 26	Target FY2026/ 27	Target FY2027/ 28	Target FY2028/ 29	Target FY2029/ 30	Data Source	Responsible Department(s)
ADMINISTRATION OF JUSTICE PROGRAMME										
Intervention: Retool Justice service delivery points										
5.8	Transport equipment acquired	Number of transport equipment acquired to support labour service delivery	0	62	62	62	62	62	MGLSD	Labour and industrial relations
5.9	Justice service delivery points equipped	Number of justice delivery points equipped	60	12	12	12	12	12	MGLSD Annual report	Labour and industrial relations, industrial court of Uganda

03

ANNEX
THREE:

Annex 3: MGLSD Project Profiles

Support to Integrated Community Learning for Wealth Creation (ICOLEW)

Vote Name:	Ministry of Gender, Labour and Social Development
Department Code:	13
Department Name:	Community Development and Literacy
Program Code:	150000
Program Name:	Community Mobilization and Mindset Change
Function Code:	01
Function Name:	Community Mobilization, Culture and Empowerment
Project Title:	Support to Integrated Community Learning for Wealth Creation (SUICOLEW)
Project No:	00012-018
Project Duration:	Start Date: FY2025/26, End Date: FY2029/30, Duration years: 5 years
Classification:	
Estimated Project Cost:	85,040,389,797.2 UGX
Capital to Recurrent Ratio:	74/26

Responsible Officer:	Officer Title: Commissioner, Community Development and Literacy Officer Name: Everest Tumwesigye Officer Mobile Phone: 704929133 Officer Phone: 772534809 Officer Email: etumwesigye@yahoo.com Officer Title: Project Coordinator / Manager Officer Name: Imelda Kyaringabira Engabi Officer Mobile Phone: 772671158 Officer Phone: 414252019 Officer Email: imeldakyari@gmail.com
Date of Approval of the Pre-feasibility Study:	20-02-2024
Date of Approval of the	38 AM

Support to Integrated Community Learning for Wealth Creation (ICOLEW)

ESTIMATED PROJECT ANNUALISED COST (UGX BILLION).

		FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	TOTAL
ACTIVITY							
Output 1: 213 Community Learning Centres physical infrastructure renovated and fit for purpose							
1.1	Procure contractors for CLCs renovations & upgrade works	66,000,000	90,000,000	90,000,000	90,000,000	90,000,000	426,000,000
1.2	Carry out renovations & upgrade works of CLCs buildings	5,544,000,000	7,560,000,000	7,560,000,000	7,560,000,000	7,560,000,000	35,784,000,000
	Sub total	5,610,000,000	7,650,000,000	7,650,000,000	7,650,000,000	7,650,000,000	36,210,000,000
Output 2: 15 Rural Training Centers physical infrastructure renovated and fit for purpose							
2.1	Procure contractors for RTCs renovations & upgrade works		10,000,000	10,000,000	10,000,000	-	30,000,000
2.2	Carry out renovations & upgrade works of RTCs buildings	-	1,540,000,000	1,540,000,000	1,540,000,000	-	4,620,000,000
	Sub total	-	1,550,000,000	1,550,000,000	1,550,000,000	-	4,650,000,000
Output 4: 7,697 sets of equipment, furniture, tools & learning materials for CEGs, CLCs & RTCs							
3.1	Procure & distribute equipment, tools & learning materials to CLCs	1,267,200,000	1,728,000,000	1,728,000,000	1,728,000,000	1,728,000,000	8,179,200,000

3.2	Procure & distribute equipment, furniture & materials to RTCs	-	558,000,000	558,000,000	558,000,000	558,000,000	-	1,674,000,000
3.3	Procure kits (equipment and tools) for CEGs/Facilitators	172,651,669	172,651,669	172,651,669	172,651,669	172,651,669	172,651,669	863,258,345
	Sub total	1,439,851,669	2,458,651,669	2,458,651,669	2,458,651,669	1,900,651,669	10,716,458,345	
	Output 5: 224,070 learners enrolled & graduated from learning							
4.1	Mobilise community to form and participate in CEGs	262,592,000	-	-	-	-	-	262,592,000
4.2	Map ALE partners	-	47,250,000	-	-	-	-	47,250,000
4.3	Conduct monthly Facilitators meetings	1,075,536,000	1,075,536,000	1,075,536,000	1,075,536,000	1,075,536,000	5,377,680,000	
4.4	Conduct Assessment of Learners	-	581,966,000	-	-	581,966,000	-	1,163,932,000
	Sub total	1,338,128,000	1,704,752,000	1,075,536,000	1,657,502,000	1,075,536,000	6,851,454,000	
	Output 6: 7,469 Community Empowerment Groups Facilitators trained in ICOLEW methodology							
5.1	Identify & recruit CEG Facilitators	52,272,000	-	-	-	-	-	52,272,000
5.2	Train Trainers on ICOLEW methodology	434,226,000	434,226,000	-	-	-	-	868,452,000

5.3	Train CEG facilitators	744,523,305	744,922,085	744,922,085	744,124,524	-	2,978,492,000
	Sub total	1,231,021,305	1,179,148,085	744,922,085	744,124,524	-	3,899,216,000
	Output 7: 7469 Learning & instructional materials developed and disseminated						
6.1	Conduct community situational analyses	74,587,483.4	74,627,433.8	74,627,433.8	74,547,533.0	-	298,389,884
6.	Train subject matter specialists on learning materials development	545,850,285.7	927,945,485.7	-	-	-	1,473,795,771
6.3	Conduct materials development workshop	434,793,863.6	742,494,136.4	-	-	-	1,177,288,000

Results Matrix

					2025/26	2026/27	2027/28	2028/29	2029/30	
	Goal									
1	To enhance effective participation	Improvement in levels of household	household surveys, service	-				-	Political and macro-	

	of communities in the development process	incomes and quality of life	delivery surveys, impact evaluation					economic stability is sustained	
	Outcomes								
2	Proportion of households, communities and citizens participating in development initiatives increased from 60 to 80 percent	% age increase households, communities and citizens taking active part in making decisions and taking actions on development initiatives by location, sex, disability, and other socio-economic status;	household surveys, programme review & evaluation reports, service delivery surveys	60%	64%	68%	72%	76%	80%
									Socio-political and macro-economic stability is sustained

										of funds he structures and land are not encumbered
3.1	15 Rural Training Centers renovated, and upgraded	No. of RTGs buildings renovated and upgraded fit for purpose	Contracts agreements, Supervision/Inspection reports Certificates of completion and payments, Payment vouchers	0	-	5	5	5	-	The structures are not encumbered and in a condition for renovation Timely availability of funds
3.2	7,697 sets of equipment, furniture, tools & learning materials for CEGs, CLGs & RTGs procured and distributed	Number, type and quality of equipment, furniture, tools and materials provided to CEGs, CLGs and RTGs	Assets Register Goods received notes Goods delivery notes Supervision reports Payment Vouchers		1900	1918	1917	1917	45	Timely availability of funds, Renovated structures on schedule

3.3	224,070 learners enrolled & graduated from learning cycles	Number of youth/adult learners achieving proficiency in functional literacy and numeracy skills per literacy & numeracy level disaggregated by CE/G, sex, age, disability, other social status and location	Learners registration, attendance & graduation lists , Supervision report, Reviews and evaluation reports, Learner assessment reports,	4625	56010	56040	56010	56010	-	Capacity of Facilitators to competently deliver lessons, Willingness of learners to undertake assessment exercise, Management of pandemics
3.4	7,469 Facilitators adequately trained in ICOLEW methodology	No of Facilitators adequately trained in ICOLEW methodology disaggregated by sex, age, disability, other social status, and location	Training reports Attendance sheet Evaluation reports Operational research studies	20	1867	1868	1867	1867	-	Availability of Staff Willingness to be trained

3.5	7,469 Learning & instructional materials developed by and acquired	No. of materials developed and /or acquired by type and language and location	Reports, Copies of materials	40	1867	1868	1867	1867	-	LGs will develop learning and instructional materials
3.6	Transport equipment procured to local governments	Number and type: bicycles, motorcycles, motor vehicles	Asset register GRNs, GDNs Supervision reports	0	2,489 300 4	2,490 466 4	2,490 466 4	0	0	Timely availability of funds
3.7	Programme management and Implementation supported	Number of Local Government s regularly getting technical support from programme Secretariat, to effectively implement the programme by type of support (training, mentoring, coaching, etc.)	Supervision and field visit reports, Annual reviews and planning reports Reflection reports	4	176	176	176	176	176	Timely availability of funds Management of pandemics Availability of Supervisors with capacity and right attitude

3.8	Programme management and Implementation supported Programme reviewed and Evaluated	Number of Lower Local Government s regularly getting technical support from higher local governments to effectively implement the programme by type of support (training, mentoring, coaching, etc.)		16	1,232	1,232	1,232	1,232	1,232	1,232		
		Number of Annual Regional Review and planning meetings	Review and planning meeting reports	0	4	4	4	4	4	4		Timely availability of funds Management of pandemics
		Number of Strategic Reflection meetings	Strategic reflection meeting reports		1	1	1	1	1	1		Timely availability of funds

		Functional Management Information System (MIS) producing timely, reliable and data / information	Periodic reports		1					Management of pandemics
		Programme Mid-term review conducted End of programme evaluation conducted	Mid-term Review reports Evaluation Reports	0	-	-	1	-	1	Timely availability of funds
3.9	Activities									
4	Procure contractors for CLCs renovations & upgrade works	No of Contractors awarded	BOQ documents, Bid Evaluation reports, Contract Agreements	0	66,000,000	90,000,000	90,000,000	90,000,000	90,000,000	Availability and willingness of district engineers Cooperation from the

										local authorities
4.1	Carry out renovations & upgrade works of CLCs buildings	No of CLCs renovated and upgraded by location	Supervision reports, Certificates of completion, payments vouchers	8	5,544,000,000	7,560,000,000	7,560,000,000	7,560,000,000	7,560,000,000	Availability of qualified personnel to oversee works Timely availability of funds Contractors committed
4.2	Procure contractors for RTCs renovations & upgrade works	No of Contractors awarded	BOQ documents, Bid Evaluation reports, Contract Agreements	0	10,000,000	10,000,000	10,000,000	0	10,000,000	Availability and willingness of district engineers Cooperation from the local authorities
4.3	Carry out renovations & upgrade works of RTCs buildings	No of RTCs renovated and upgraded by location	Supervision reports Certificates of completion and payments vouchers	0	0	1,540,000,000	1,540,000,000	1,540,000,000	0	competent personnel to oversee the works Timely availability of funds Works completed on schedule

4.4	Procure & distribute equipment, furniture & learning materials to CLCs	Number, type and quality of sets of equipment, furniture and materials	Asset registers/Inventories Supervision reports GDNs	8	1,267,200,000	1,728,000,000	1,728,000,000	1,728,000,000	1,728,000,000	0	Timely availability of funds Management of pandemics Availability of Supervisors with capacity and right attitude
4.5	Procure & distribute equipment, furnishings & learning materials to RTCs	Number, type and quality of sets of equipment, furnishing and materials	Asset register Supervision reports Goods Received Notes GDNs	0	0	558,000,000	558,000,000	558,000,000	558,000,000	0	Timely availability of funds Renovated buildings in place
4.6	Purchase & distribute equipment, tools & learning materials to CEGs	Number of facilitators /CEGs furnished with sets of adequate types & quality equipment, tools and materials to conduct learning activities	Delivery notes Asset registers/Inventories	160	184,503,880	184,602,704	184,503,880	184,503,880	184,503,880	0	Availability of funds, All CEGs are in place and operational

4.7	Mobilise communities to form and participate in CEGs	Number of CEGs formed	Activity reports CEG registration certificates	160	262,592,000	0	0	0	0	0	0	Willingness of potential learners to enrol in ICOLEW
4.8	Map ALE implementin g partners	Number of ALE partners by area of focus and location	Mapping reports ALE directory	0	0	47,250,000	0	0	0	0	0	Full cooperation of partners
4.9	Conduct Monthly Facilitators Meetings	Number of Facilitators' meetings held by location	Monthly reports Minutes of meetings	8	1,075,536,000	1,075,536,000	1,075,536,000	1,075,536,000	1,075,536,000	1,075,536,000	0	Willingness to cooperate
4.1	Conduct Assessment of Learners	Number of youth/adult learners undertaking assessment by sex, age, disability, other social status and location	Assessment reports Learners' books Session plans	0	0	581,966,000	0	581,966,000	0	0	0	Availability of funds to conduct assessment Willingness of learners to participate in assessment Management of pandemics

4.1 1	Identify & recruit CEG Facilitators	Number of CEG Facilitators recruited by sex, age, disability and location	Activity reports		52,272,000	0	0	0	0	0	0	Availability of qualified personnel in the community
4.1 2	Train Trainers on ICOLEW methodology	Number of Trainers trained	Training reports		434,226,000	434,226,000	0	0	0	0	0	
4.1 3	Train CEG facilitators	Number of CEG facilitators trained in the ICOLEW methodology by gender	Training reports		744,523,305	744,922,085	744,922,085	744,124,524	0	0	0	Availability of funds, willingness to be trained
4.1 4	Conduct Learning Sessions	Proportion of enrolled learners attending lessons regularly by sex, age, disability, other social status and location	Attendance register Lessons plans, Learners books		0	0	0	0	0	0	0	Learners willing and committed to attend sessions Management of pandemics

4.1 5	Conduct community situational analyses	No of community meetings held and category of Issues/ problems identified and prioritised	Situation Analysis report Lists of community meetings participant		74,587,483	74,627,434	74,627,434	74,547,533	0	Funds are available Communities are willing to participate in the programme
4.1 6	Train subject matter specialists on learning materials development	No of subject matter specialists trained by sex, age, disability and local government	Training reports Attendance lists		545,850,286	927,945,486	0	0	0	Districts will have recruited and filled all the positions of extension workers
4.1 7	Conduct materials development workshops	No of learning units developed in the local language	Copies of Learning Units Workshop reports		434,793,864	742,494,136	0	0	0	Funds will be available
4.1 8	Orient Facilitators on lesson planning and learning units use				0	0	0	0	0	
4.1 9	Print programme implementation	No of Guidelines printed	GRN, GDNm Distribution lists		153,890,000	0	0	0	0	Funds will be available

ion guidelines									
4.2 Disseminate programme guidelines	No of regional and district level dissemination workshops conducted	Attendance lists Workshop reports	596,584,000	0	0	0	0	0	Funds will be available
4.2 Purchase and distribute bicycles to Facilitators	No. and type of bicycles purchased and distributed	Asset Inventories, GRN, GDN, Logbooks, Distribution lists	746,900,000	746,900,000	746,900,000	0	0	0	Timely availability of funds
4.2 Purchase and distribute motorcycles for local governments (CDOs)	No. of motorcycles purchased and distributed	Asset Inventories, GRN, GDN, Logbooks, Distribution lists	2,400,000,000	3,728,000,000	3,728,000,000	0	0	0	Timely availability of funds
4.2 Purchase motor vehicles for programme secretariat	No. of motor vehicles purchased and in use	Asset Inventories, GRN, GDN, Logbooks, Distribution lists	720,000,000	720,000,000	0	0	0	0	Timely availability of funds
4.2 Develop MIS	System functional	Reports generated	0	90,896,000	0	0	0	0	Timely availability of funds
4.2 Conduct system building	No. of workshops conducted	Workshop reports, Participants' attendance lists	-	90,896,000	0	0	0	0	availability of funds to the programme,

	Consensus workshop								ALE stakeholder's cooperation
4.2	Conduct systems Assessment and Diagnosis	No. of MDAs & LGs systems assessed and diagnosis documented,	Systems assessment and diagnostic reports	0	0	90,896,000	0	0	availability of funds to the programme, ALE stakeholder's cooperation
4.2	Conduct systems Alternatives Analysis and design workshop	No. of workshops conducted	workshop reports, Participants' attendance list	0	0	90,896,000	0	0	availability of funds to the programme, ALE stakeholder's cooperation
4.2	Conduct Periodic support supervision & monitoring to LGs	Number of Local Government s monitored and supervised	Field visits and support supervision reports	279,360,000	279,360,000	279,360,000	279,360,000	279,360,000	Availability of funds Availability of staff
4.2	Organise annual regional review and planning meetings	Number of annual regional review and planning meetings held	Review meetings reports, Attendance lists	278,966,400	278,966,400	278,966,400	278,966,400	278,966,400	Availability of funds Commitment by the relevant stakeholders

4.3	Hold national strategic reflection meetings	Number of national strategic reflection meetings held	Reflections reports Attendance lists		62,144,000	62,144,000	62,144,000	62,144,000	62,144,000	62,144,000	Availability of funds
4.3 1	Conduct programme Mid Term review	No of Programme reviews conducted	Review Report Validation workshop report		0	0	125,144,000	0	125,144,000	0	Programme Implementation is on schedule Availability of funds
4.3 2	Conduct end of programme evaluation	Validated end of programme evaluation report	Evaluation report Validation workshop report		0	0	0	0	145,144,000	0	Availability of funds
4.3 3											

Institutional Development of MGLSD and its Institutions

Vote Code:	018
Vote Name:	Ministry of Gender, Labour and Social Development
Department Code:	15
Department Name:	Finance and administration
Program Code:	150000
Program Name:	Human Capital Development Programme
Function Code:	02
Function Name:	Administration, Planning and support supervision
Project Title:	Retooling Ministry of Gender, Labour Social Development (MGLSD) and Its Institutions
Project No:	1627
Project Duration:	Start Date: FY2025/26, End Date: FY2029/30, Duration years: 5 years
Classification:	
Estimated Project Cost:	29,245,000,000
Responsible Officer:	Officer Title: Permanent Secretary Officer Name: Aggrey David Kibenge Officer Mobile Phone: Officer Phone: Officer Email: adkibengekibenge@gmail.com
Date of Approval of Concept note:	

1.7. Technical Description

The main objective of the project is to enhance the capacity of the Ministry of Gender, Labour, and Social Development and its 28 affiliated institutions, to protect and empower the vulnerable groups in Uganda to harness their socio-economic potential to improve their wellbeing.

The Strengthening MGLSD and its Institutions Project will:

1. Equip and retool the Ministry and 28 institutions (Children, Youth and Rehabilitation Centres) with special machines and tools in order to deliver on the mandate of social development;
2. Provide logistical support to the Ministry and its Institutions;
3. Provide transport equipment for service delivery and administration of juvenile justice
4. Secure land of the Ministry and its institutions;
5. Strengthen systems to effectively plan and manage Programmes for Social Development;

Expected Outcomes:

- (i) Improved operational efficiency and management of the Ministry

Outputs

The project is expected to deliver the following outputs:

- i. Assorted Equipment/machinery Procured
- ii. Transport Equipment Procured
- iii. Assorted Furniture and fittings Procured
- iv. Ministry Land secured
- v. Social development integrated management information system developed.

Implementation Strategies

- i. Procurement of goods and services to the Ministry and its institutions
- ii. Partnership with government agencies, private sector and civil society organizations
- iii. Community engagement and participation
- iv. Capacity building for project staff and stakeholders
- v. Monitoring for results
- vi. Seek Continuous stakeholder's feedback and adaptation

Time line

- i. Project preparation 1 year
- ii. Project implementation 5 years
- iii. Evaluation and reporting 6 months

Budget

- i. Infrastructure development (80%)
- ii. Project management and administration (20%)

Stakeholders

- i. Ministry of Gender labour and social development
- ii. Ministry of ICT
- iii. Ministry of Finance
- iv. Ministry of Lands
- v. Ministry of Education and Sports
- vi. Ministry of Health
- vii. PPDA
- viii. KCCA and relevant city authorities
- ix. District Local Governments
- x. Private sector companies and organization
- xi. Civil society Organizations and community groups
- xii. Traditional cultural Institutions

2. Project Framework

2.1 Project Goal

To increase on the productivity of the Ministry and its institutions, to effectively protect and empower the vulnerable groups in Uganda.

2.2 Outcomes

- i. Improved operational efficiency and management of the Ministry

2.3 Outputs

- i. Assorted Equipment/machinery Procured
- ii. Transport Equipment Procured
- iii. Assorted Furniture and fittings Procured
- iv. Ministry Land secured
- v. Social development integrated management information system developed

2.4. Coordination with Other Government Agencies

Name	Description
Ministry of Gender Labour and Social Development	Project implementation
Ministry of Finance, Planning & Economic Development.	Resource mobilization
Ministry of ICT	Provision of ICT services
Ministry of Lands, housing and urban Development	Securing land titles for the Ministry
PPDA	Policy guidelines on procurement processes
Ministry of Education and Sports (Directorate of Industrial Training)	Support the accreditation of non-formal skills
Ministry of Health	Provision of health services
KCCA and relevant city authorities	Community mobilization
District Local Government	Community mobilization
Traditional cultural Institutions	Mobilization of community members,
Private sector companies and organization	Supply of goods and services
Civil society Organizations and community groups	Mobilization of community members for development

3. Costed Annualized Work Plan

OUTPUTS	ACTIVITIES/ Interventions:	%TAGE	FY 2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Sub-Total
1) Assorted Equipment/machinery Procured	Procure assorted Equipment/machinery		1,000,000,000	1,100,000,000	1,200,000,000	1,300,000,000	1,400,000,000	6,000,000,000
2) Light Vehicles Procured	Procure transport equipment		1,500,000,000	1,500,000,000	1,500,000,000	1,500,000,000	1,500,000,000	7,500,000,000
3) Motor Cycles Procured	Procure Motor Cycles		102,000,000	60,000,000	0	0	0	162,000,000
3) Assorted Furniture and fittings Procured	Procure assorted furniture and fittings		823,000,000	750,000,000	600,000,000	600,000,000	600,000,000	3,373,000,000
4) ICT Equipment	Procure ICT equipment		700,000,000	800,000,000	900,000,000	900,000,000	900,000,000	4,200,000,000
5) Ministry Land secured	1) Land Titling and Documentation		350,000,000	350,000,000	350,000,000	350,000,000	250,000,000	1,650,000,000
	2) Fencing		120,000,000	60,000,000	60,000,000	60,000,000	60,000,000	360,000,000
	3) Public Awareness and Stakeholder Engagement		100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	500,000,000
	4) Environmental and Social Safeguards		100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	500,000,000
5) Social development integrated management information system developed.			875,000,000	875,000,000	750,000,000	0	0	2,500,000,000

6) Project Management and Administration	Conduct field visits to monitor project and Ministry activities		250,000,000	250,000,000	200,000,000	250,000,000	200,000,000	1,150,000,000
	Convene annual review and planning meetings		250,000,000	250,000,000	200,000,000	250,000,000	200,000,000	1,150,000,000
	Undertake mid-term and end of project evaluations				100,000,000		100,000,000	200,000,000
	TOTAL		6,170,000,000	6,195,000,000	6,060,000,000	5,410,000,000	5,410,000,000	29,245,000,000

CCiDP

PROJECT SUMMARY	
Programme	HUMAN CAPITAL DEVELOPMENT
Vote	018
Sub - Sub Programme	Culture and family affairs
Project Title	CULTURE AND CREATIVE INDUSTRIES INFRASTRUCTURE DEVELOPMENT PROJECT (CCiDP) IN UGANDA
Project Duration (Financial Years)	5 Years Start Date: FY2025/26, End Date: FY2029/30
Estimated Project Cost	UGX 2,062,716,618,945
Officer Responsible	1: Officer Title: ASSISTANT COMMISSIONER, CULTURE AFFAIRS Officer Name: MR BAKAYE LUBEGA BERNARD Officer Mobile Phone: 772586412 Officer Phone: 414347877 Officer Email: bbakayelubega@gmail.com 2: Officer Title: Project Coordinator / Manager Officer Name: Mr. OJEDE FRANCIS PETER Officer Mobile Phone: 772520837 Officer Phone: 414254567 Officer Email: fojede@uncc.co.ug
Date of Submission	February 2025

CCiDP-Project.

ESTIMATED PROJECT ANNUALISED COST (UGX BILLION).

OUTPUT	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Sub-total
OUTPUT 1: Enhanced skills and capacity of CCLs practitioners	6,340,400,000	7,050,400,000	9,940,400,000	14,940,400,000	24,940,400,000	63,212,000,000
OUTPUT 2: Culture and creative infrastructure developed and equipped	24,700,000,000	22,600,000,000	804,300,000,000	754,300,000,000	-	1,605,900,000,000
OUTPUT 3: Improved Access to Investment Financing and Markets	18,497,493,789	102,603,093,789	15,603,093,789	15,603,093,789	12,603,093,789	164,909,868,945
OUTPUT 4: Increased innovation and entrepreneurship in the CCLs	32,017,350,000	32,017,350,000	32,017,350,000	32,017,350,000	32,017,350,000	160,086,750,000

OUTPUT 5: Project management and administration (5%)	3,400,000,000	3,640,000,000	3,640,000,000	3,464,000,000	3,464,000,000	17,608,000,000
Sub-Total	84,955,243,789	167,910,843,789	865,500,843,789	820,324,843,789	73,024,843,789	2,011,716,618,945

Project Framework

2.1 Project Goal
2.1.1 To develop a vibrant and sustainable culture and creative industries ecosystem that contributes to the country's socio- economic development
2.2 Outcomes
- Outcome 1: Increased employment and income opportunities in CCI - Outcome 2: Enhanced cultural preservation, promotion and development
2.3 Outputs
Output 1: Enhanced skills and capacity of CCIs practitioners
Capacity Building and Training; <i>This will involve empowering culture and creative practitioners with appropriate skills and technologies and innovations for value addition. This will include:</i> 1. Establishing a national capacity building programme that will include training workshops and skilling master classes for artisans, artists and cultural managers 2. Establishing a Mentorship programmes and apprenticeships for culture and creative practitioners 3. Establishing Entrepreneurship and Business skilling programmes for culture and creative practitioners and 4. Strengthening Policy regulatory frameworks on Culture and Creative sector
Output 2: Culture and creative infrastructure developed and equipped <i>The main project objective is to strengthen Uganda's CCI by enhancing their contributions to economic growth, job creation and cultural preservation.</i> <i>The project will have the following components:</i>

Infrastructure Development;

This will involve expansion of culture and creative infrastructure for increased production, promotion, preservation and marketing of CCI products. It will include:

- 1. Redeveloping and equipping the Uganda National Cultural Center into a modern state of the art one stop art and culture center.*
- 2. Developing N O M M O gallery into a modern Visual Art gallery*
- 3. Establishing regional one stop art and cultural center in 4 cities and,*
- 4. Developing ICT infrastructure to support CCIs*
- 5. Facilitate innovation and creativity among culture and creative practitioners*

- **Output 3: Improved Access to Investment Financing and Markets**

Access to Investment Financing and Markets:

This will involve strengthening access to investment financing and markets for Cultural goods and services through:

- 1. Establishment of dedicated government grants, venture capital and corporate partnerships and specialized funding programmes to provide financial support to CCI S M E s to get started, scale up or develop new projects, and*
- 2. Developing targeted marketing campaigns (Digital, print and social media) for cultural goods and services.*
- 3. Showcasing Uganda's rich and diverse cultural heritage through festivals, fairs, events and exhibitions at national regional and international levels,*
- 4. Strengthening regional and international collaborations and partnerships to facilitate connection between SMEs, industry leaders / mentors, peers, potential investors and other stakeholders*
- **Output 4: Increased innovation and entrepreneurship in the CCIs**

Research and documentation on cultural heritage.

This will involve;

1. *Conducting marketing research and CCI industries analysis.*
2. *Document and preserve cultural heritage resources*
3. *Facilitate innovation and creativity among culture and creative practitioners*

- **Output 5: Project management and administration (5%)**

This will cover the cost related to:

- 1) *Administration and mgt expenses*
- 2) *Monitoring and evaluation*
- 3) *Staff time*

Coordination with Other Government Agencies

Name	Description
Ministry of Finance, Planning & Economic Dev.	Budgets and fiscal incentives for the CCIs
Bank of Uganda	Facilitation of international trade in CCIs through international payment gateways and Block chain technologies
URA	Implementation and enforcement of taxation and fiscal incentives granted to CCIs
National Planning Authority	Coordinate planning, resource allocation and indicator management
Uganda Bureau of Statistics	Annual surveys on the performance of the CCIs

GROW Project

PROJECT SUMMARY	
Programme Title	Generating Growth Opportunities and Productivity for Women Entrepreneurs. (GROW Project).
NDPIV PROGRAMME	Human Capital Development.
Vote	018
Implementing Agency	Ministry of Gender, Labour and Social Development
MFPEP PIP Code	
NDP Programme	Human Capital Development.
Location	Country wide
Estimated project cost	US\$ 217.00
Total expenditure on the programme-related interventions up to start of the next NDP	US\$ 217.00
Current stage of project implementation at commencement of the next NDP	Third year implementation
Funding gap at commencement of the NDP	0.0
Programme duration/life span (financial years)	
Officer responsible	Officer Title: Permanent Secretary Officer Name: Mr. A.D Kibenge Officer Mobile Phone: 772610176 Officer Phone: 414347854 Officer Email: ps@mglsd.go.ug Officer Title: Project Coordinator / Manager Officer Name: John Ssengendo.
Already existing in the NDP I	No
Already existing in the NDP II	No
Already existing in the NDP III	Yes
Already existing in the MFPEP PIP	

											importance of the skilling programmes	
Outputs												
Output 1: Multi-purpose service and production facilities constructed, equipped and operationalised	Indicator 1: Number of multi-purpose service and production facilities constructed, equipped and operationalised	0	0	0	0	10	10	10	5	Reports	Land availability and support from relevant MDAs and local governments	Delayed completion of the construction works
Output 2: Women platforms for mentorship, business networks, community mobilization	Indicator 1: Number of women entrepreneurs established at district level	0	0	0	0	50	50	46	0	Reports	Women entrepreneurs are effectively mobilised	Low participation of women entrepreneurs

[illegible]

Women platforms for mentorship, business networks, community mobilization and mindset change created and/ or strengthened <i>(Improved access to non-financial services by women entrepreneurs)</i>
1.1 Training women entrepreneurs on Social Norms and GBV Prevention The NGOs will conduct trainings with Women Entrepreneurs platforms aimed at tackling social norms constraining women's economic participation and productivity through mind-set trainings for women and men, sessions on social norms and engagements with men and wider community. 1.2 Mobilization of women and girls to establish / strengthen women entrepreneurs' platforms at district level Mobilization of women and girls in target districts to establish platforms at district level of new and existing women entrepreneurs. 1.3 Provision of support to Women Entrepreneurs Platforms at district and sub-regional level Women Entrepreneurs Platforms/Service Providers will be procured to support/facilitate Women Entrepreneurs Platforms at district and sub-regional level 1.4 Provision of oversight function by National Women's Council to the Women Platforms This will support National Women's Council to provide Oversight role on Women Platforms in the districts 1.5 Conduct National Outreaches and Sensitisation of Women Entrepreneurs, Leaders and CSOs This activity will facilitate National Outreaches and Sensitisation of Women Entrepreneurs, Leaders and CSOs to form new WEDs and strengthen existing ones. 1.6 Renumeration of Sub-component 1A Staff This will support the renumeration of Sub-component 1A Staff
Women entrepreneurs (micro and small enterprises) trained in basic entrepreneurship skills <i>(Improved access to non-financial services by women entrepreneurs)</i>

2.1 Support MUBS to Design core course for micro and small enterprises, build Capacity of Training Firms and Quality Assurance This activity will involve conducting training needs assessment, design of core course for micro and small enterprises and capacity building of training firms that will deliver the trainings to women entrepreneurs 2.2 Train the Women Entrepreneurs Across all 135 Districts and 11 cities in basic entrepreneurship skills The training is intended to enhance success of entrepreneurs of all enterprises. The content and curriculum of the package will vary depending on whether the transition is from micro to small or small to medium. 2.3 Hold Exhibitions & Tradeshow on Women Economic Empowerment This activity will support women entrepreneurs to participate in Exhibitions & Tradeshow on Women Economic Empowerment
Women entrepreneurs and their employees trained in Trade/ sector specific skills <i>(Improved access to non-financial services by women entrepreneurs)</i> 3.1 Conduct communications campaigns for launch of the specific trainings and selection of training providers This activity will support communications campaigns for project activities including relating to access to credit, and trade specific trainings. 3.2 Facilitate technical support, operational and management activities This activity will support technical support, operational and management activities for activities related to trade/ sector specific activities 3.3 Train women entrepreneurs in sector specific skills such as climate smart agri business, e-commerce, hotel management This will support sector-specific training (for example, in climate smart agri business, e-commerce, hotel management, tourism, and others) for women entrepreneurs who successfully complete the core course and want to avail trade specific trainings
Work Placements implemented for 5,000 women Entrepreneurs <i>(Improved access to non-financial services by women entrepreneurs)</i>

4.1 Develop the Apprenticeship Training Content for priority trades
This activity will involve conducting needs assessment and developing Apprenticeship Training packages for priority trades such as Hotel & Hospitality, Cosmetology, Tailoring & Textiles, Welding & Metal Fabrication, Food & Agro-processing etc
4.2 Map out and assess host institutions for the Apprenticeship / Work placement Program
This activity involves identification of enterprises that have the capacity to host and train women entrepreneurs.
4.3 Support operations of the Governance Structures (NASC and SAC) for oversight function
The Governance Structures (NASC and SAC) will provide oversight function in the implementation of work placement/ apprenticeship programme
4.4 Provision of support to the work placement program (training, stipend, placement and training instructors)
This activity involves support to host institutions participating in the apprenticeship program, train instructors from host Institutions, Identification and placement of apprentices to the respective host institutions and facilitation to Apprentices.
4.5 Monitor the Implementation of the Work Placement Program and assess the apprentices.
The activity will support monitor the Implementation of the Work Placement Program by stakeholders and assess the apprentices by Directorate of Industrial training.
4.6 Renumeration of Sub-component 1D Staff.
This will support payment of employee costs for staff under Sub-component 1D.
Women enterprises access business expansion grants
<i>(Increased access to financial services by women entrepreneurs)</i>
5.1 Offer grants to women Entrepreneurs through Business Competition.

<i>This activity will support the award of grants to successful women entrepreneurs with innovations that require support or are investing in child care centres or employment intensive works.</i> 5.2 Support operational activities business competition grants This will support operational activities of business competition grants. 5.3 Provide grants to women entrepreneurs This activity will support the provision of business expansion grants to women entrepreneurs in the country
Women enterprises accessing credit <i>(Increased access to financial services by women entrepreneurs)</i> 6.1 Provision of loans to financial institutions participating in the project to meet the credit needs of female entrepreneurs This activity will address the supply-side constraints that financial institutions participating in the project face in meeting the credit needs of female entrepreneurs
Multi-purpose service and production facilities constructed, equipped and operationalised <i>(Improved access to non-financial services by women entrepreneurs)</i> 7.1 Mapping of Economic and Social Infrastructure in all Regions This activity supports the mapping of Economic and Social Infrastructure in all Regions that can be upgraded under the project 7.2 Construction and Supervision of Common-User Facilities This activity will support the construction and supervision of Common-User Facilities in the different regions of the country 7.3 Institutional and Capacity Development (MGLSD and LGs)

Provision of support for Institutional and Capacity Development (MGLSD and LGs) to strengthen capacity to deliver an integrated package of support to women entrepreneurs

7.4 Construct and equip Multi-purpose Enterprise Development & Productivity Centre including design and supervision

This activity will support the construction and equipping of the Multi-purpose Enterprise Development & Productivity Centre including supervision

7.5 Hold regional technical engagements with DCDs to discuss Implementation arrangements for GROW

This activity will support regional technical engagements with DCDs to discuss Implementation agreements for GROW

7.6 Training of key MGLSD Staff supporting Project Implementation about GROW Project and Social Safeguards

This activity will facilitate the training of key MGLSD Staff supporting Project Implementation about GROW Project and Social Safeguards

7.7 Supervision of Implementation of Environmental and Social Safeguards subproject sites

The activity facilitates the supervision of Implementation of Environmental and Social Safeguards management plans at the selected sites

7.8 Mainstreaming of HIV / AIDS, GBV Prevention and Prevention of Sexual Harassment & Abuse in the GROW Implementation Areas

This will support the mainstreaming of HIV / AIDS, GBV Prevention and Prevention of Sexual Harassment & abuse in the GROW Implementation Areas

7.9 Provision of support to NEMA to support Environmental Activities

This activity will support NEMA for oversight function on Environmental Activities

7.10 Procure vehicles for Supervision of Civil works

Procure vehicles for Supervision of Civil works

7.11 Remuneration of Sub-component 3A Staff

This activity will facilitate employee costs for staff under sub component 3A

7.12 Conduct Environmental and social Audit for the project This activity will support the project to conduct Environmental and social Audit 7.13 Construct/ upgrade Gender Inclusive Work Placed Infrastructure (Child Care Facilities, Sanitary Facilities and Breast Feeding Places & Digital Access Points) This activity will fund Infrastructural Grants for Upgrading Gender Inclusive Work Placed Infrastructure (Child Care Facilities, Sanitary Facilities and Breast Feeding Places & Digital Access Points)
Project managed and effectively supervised for high-quality implementation <i>(Improved access to non-financial services by women entrepreneurs)</i> 8.1 Facilitate project consultants/ staff costs This activity will facilitate employee costs under the project 8.2 Facilitate operation costs for the project This activity will facilitate operation costs for the project including office equipment, furniture and office space. 8.3 Media Engagement, Public Relations, and advocacy activities This activity will fund media engagement, public relations and advocacy activities for the project 8.4 Facilitate GROW Project Steering (PSC) and Project Technical (PTC) Committee activities This activity will facilitate the Project Steering (PSC) and Project Technical (PTC) Committee to provide the policy oversight function 8.5 Facilitate Project Staff Selection and Recruitment Process This activity will facilitate the Selection and Recruitment Process for the project staff 8.6 Orientation/ retreat for Members of Parliament (Gender and Budget Committees)

This will facilitate the orientation/ retreat for Members of Parliament (Gender and Budget Committees) on GROW 8.7 Professional Fees and subscriptions to professional bodies This activity will facilitate the payment of professional Fees and Subscriptions to professional bodies 8.8 District Support and Supervision of GROW Project activities (MGLSD, OPM, MoLG) This activity will support district local governments in the coordination of GROW activities 8.9 Recruitment and facilitating of consultants (Project staff)-PSFU This activity will facilitate the recruitment and facilitating of consultants (Project staff) at Private Sector Foundation Uganda 8.10 Facilitate operational costs for the project at PSFU This activity will facilitate operational costs for the project at PSFU	
Policy innovation and evidence generation implemented <i>(Improved access to non-financial services by women entrepreneurs)</i> 9.1 Development of a management information system This will facilitate the development of a management information system for data collection, management and reporting 9.2 Conduct Impact evaluation and special assessments This activity will also support evidence generation through research and learning agenda. It will support baseline data generation, track progress of implementation against targets, conduct mid term and end term evaluation, and utilise the monitoring and evaluation findings.	

GROW Project Costed Annualized Plan.

Code	Name	Period							Sub-Total	Sources of Funds
		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28			
1	Output 1: Women platforms for mentorship, business networks, community mobilization and mindset change created and/or strengthened	-	776,681,611	10,199,548,931	6,588,022,281	1,524,032,443	859,999,760	19,948,285,026		
1.1	Activity 1: Training women entrepreneurs on Social Norms and GBV Prevention	-	-	4,283,095,974	4,283,095,974	-	-	8,566,191,948		
1.1.1	22700 Travel inland	-	-	4,283,095,974	4,283,095,974	-	-	8,566,191,948	410-International Development Association (IDA)	
1.2	Activity 2: Mobilization of	-	108,000,000	102,050,070	102,050,070	102,778,156	53,535,750	468,414,046		

[illegible]

									Association (IDA)
1.4	Activity 4: Provision of oversight function by National Women's Council to the Women Platforms	-	-	755,926,442	356,905,000	356,905,000	214,143,000	1,683,879,442	
1.4.1	22100 General use of goods and services	-	-	755,926,442	356,905,000	356,905,000	214,143,000	1,683,879,442	410-International Development Association (IDA)
1.5	Activity 5: Conduct National Outreaches and Sensitisation of Women Entrepreneurs, Leaders and CSOs	-	668,681,611	1,511,852,883	71,381,000	182,021,550	35,690,500	2,469,627,544	
1.5.1	22100 Workshops, Meetings and Seminars	-	668,681,611	1,511,852,883	71,381,000	182,021,550	35,690,500	2,469,627,544	410-International Development

									Associatio n (IDA)
1.6	Activity 6: Renumeration of Sub-component 1A Staff	-	-	346,970,237	346,970,237	346,970,237	346,970,237	346,970,237	1,387,880,948
1.6.1	21110 Contract 2 Staff Salaries	-	-	346,970,237	346,970,237	346,970,237	346,970,237	1,387,880,948	410- Internation al Developm ent Associatio n (IDA)
2	Output 2: Women entrepreneurs (micro and small enterprises) trained in basic entrepreneurship skills	2,476,621,690	2,476,621,690	17,840,638,849	13,330,950,836	11,266,244,677	5,052,243,949	52,443,321,691	
2.1	Activity 1: Support MUBS to Design core course for micro and small enterprises, build Capacity of Training Firms	2,476,621,690	2,476,621,690	1,966,183,573	1,867,874,394	1,587,693,235	425,761,395	10,800,755,977	

	and Quality Assurance								
2.1.1	22100 2 Workshops, Meetings and Seminars	2,476,621,690	2,476,621,690	1,966,183,573	1,867,874,394	1,587,693,235	425,761,395	10,800,755,977	410-International Development Association (IDA)
2.2	Activity 2: Train the Women Entrepreneurs Across all 135 Districts and 11 cities in basic entrepreneurship skills	-	-	15,118,528,834	10,707,150,000	8,922,625,000	3,870,556,112	38,618,859,946	
2.2.1	22100 2 Workshops, Meetings and Seminars	-	-	15,118,528,834	10,707,150,000	8,922,625,000	3,870,556,112	38,618,859,946	410-International Development Association (IDA)
2.3	Activity 3: Hold Exhibitions & Tradeshows on Women	-	-	755,926,442	755,926,442	755,926,442	755,926,442	3,023,705,768	

	Economic Empowerment									
2.3.1	22700 Travel inland 1	-	-	755,926,442	755,926,442	755,926,442	755,926,442	3,023,705,768	410-International Development Association (IDA)	
3	Output 3: Women entrepreneurs and their employees trained in Trade/sector specific skills	3,868,290,125	16,255,678,538	18,356,115,240	12,952,562,524	2,271,405,000	42,500,000	53,746,551,427		
3.1	Activity 1: Conduct communications campaigns for launch of the specific trainings and selection of training providers	2,493,599,125	923,649,125	923,649,125	923,649,125	440,000,000	-	5,704,546,500		
3.1.1	22100 General use of goods and services 0	2,493,599,125	923,649,125	923,649,125	923,649,125	440,000,000	-	5,704,546,500	410-International Development	

									Association (IDA)
3.2	Activity 2: Facilitate technical support, operational and management activities	1,374,691,000	1,492,881,000	1,492,881,000	1,747,881,000	1,831,405,000	42,500,000	7,982,239,000	
3.2.1	22100 General use of goods and services	1,374,691,000	1,492,881,000	1,492,881,000	1,747,881,000	1,831,405,000	42,500,000	7,982,239,000	410-International Development Association (IDA)
3.3	Activity 3: Train women entrepreneurs in sector specific skills such as climate smart agriculture, e-commerce, hotel management	-	13,839,148,413	15,939,585,115	10,281,032,399	-	-	40,059,765,927	
3.3.1	22100 General use of goods and services	-	13,839,148,413	15,939,585,115	10,281,032,399	-	-	40,059,765,927	410-International Development

									ent Associatio n (IDA)
4	Output 4: Work Placements implemented for 5,000 women Entrepreneurs	-	76,800,000	11,588,536,4 11	8,925,218,77 2	5,072,307,81 1	1,137,230,11 6	26,800,093,1 10	
4.1	Activity 1: Develop the Apprenticeship Training Content for priority trades	-	-	306,150,209	306,150,209	306,150,209	-	918,450,627	
4.1.1	22100 Worksho ps, Meetings and Seminars	-	-	306,150,209	306,150,209	306,150,209	-	918,450,627	410- Internation al Developm ent Associatio n (IDA)
4.2	Activity 2: Map out and assess host institutions for the Apprenticeship / Work placement Program	-	-	719,535,000	214,143,000	214,143,000	-	1,147,821,00 0	

4.2.1	22700	Travel inland	-	-	719,535,000	214,143,000	214,143,000	-	1,147,821,000	410- International Development Association (IDA)
4.3	Activity 3: Support operations of the Governance Structures (NASC and SAC) for oversight function		-	76,800,000	72,568,938	72,568,938	72,568,938	72,568,938	367,075,752	
4.3.1	22700	Travel inland	-	76,800,000	72,568,938	72,568,938	72,568,938	72,568,938	367,075,752	410- International Development Association (IDA)
4.4	Activity 4: Provision of support to the work placement program (training, stipend, placement		-	-	7,104,291,190	6,220,965,630	3,009,790,106	58,982,120	16,394,029,046	

	and training instructors)									
4.4.1	22100	General use of goods and services	-	-	7,104,291,190	6,220,965,630	3,009,790,106	58,982,120	16,394,029,046	410- International Development Association (IDA)
4.5	Activity 5:	Monitor the Implementation of the Work Placement Program and assess the apprentices.	-	-	2,487,383,516	1,212,783,437	571,048,000	107,071,500	4,378,286,453	
4.5.1	22700	Travel inland	-	-	2,487,383,516	1,212,783,437	571,048,000	107,071,500	4,378,286,453	410- International Development Association (IDA)
4.6	Activity 6:	Remuneration of Sub-component ID Staff.	-	-	898,607,558	898,607,558	898,607,558	898,607,558	3,594,430,232	

4.6.1	21110	Contract Staff Salaries	-	-	898,607,558	898,607,558	898,607,558	898,607,558	3,594,430,232	410-International Development Association (IDA)
	2									
5	Output 5: Women enterprises access business expansion grants	-	-	51,923,537,487	89,943,744,008	59,980,341,255	71,381,000	201,919,003,750		
5.1	Activity 1: Offer grants to women Entrepreneurs through Business Competition.	-	-	19,802,087,487	30,947,347,508	20,631,565,005	-	71,381,000,000		
5.1.1	22100	General use of goods and services	-	-	19,802,087,487	30,947,347,508	20,631,565,005	-	71,381,000,000	410-International Development Association (IDA)
5.2	Activity 2: Support operational activities business competition grants	-	-	5,353,575,000	107,071,500	89,226,250	71,381,000	5,621,253,750		

5.2.1	22100	General use of goods and services	-	-	5,353,575,00	107,071,500	89,226,250	71,381,000	5,621,253,750	410-International Development Association (IDA)
5.3	Activity 3: Provide grants to women entrepreneurs		-	-	26,767,875,00	58,889,325,00	39,259,550,00	-	124,916,750,000	
5.3.1	26310	Other Current grants	-	-	26,767,875,00	58,889,325,00	39,259,550,00	-	124,916,750,000	410-International Development Association (IDA)
6	Output 6: Women enterprises accessing credit		-	-	51,199,578,356	50,776,806,530	17,845,250,00	5,095,115,106	124,916,749,992	
6.1	Activity 1: Provision of loans to financial institutions participating in the project to meet the credit needs of		-	-	51,199,578,356	50,776,806,530	17,845,250,00	5,095,115,106	124,916,749,992	

	female entrepreneurs									
6.1.1	22100	General use of goods and services	-	-	51,199,578,356	50,776,806,530	17,845,250,000	5,095,115,106	124,916,749,992	410- International Development Association (IDA)
7	Output 7: Multi-purpose service and production facilities constructed, equipped and operationalised	-	761,330,000	57,126,274,753	96,150,779,678	73,614,362,939	22,922,061,941	250,574,809,311		
7.1	Activity 1: Mapping of Economic and Social Infrastructure in all Regions	-	-	102,163,459	-	-	-	102,163,459		
7.1.1	22700	Travel inland	-	-	102,163,459	-	-	102,163,459	410- International Development	

										Association (IDA)
7.2	Activity 2: Construction and Supervision of Common-User Facilities	-	216,240,000	12,661,767,898	12,661,767,898	12,661,767,898	-	38,201,543,694		
7.2.1	23112 Non-Residential Buildings	-	216,240,000	12,661,767,898	12,661,767,898	12,661,767,898	-	38,201,543,694	410-International Development Association (IDA)	
7.3	Activity 3: Institutional and Capacity Development (MGLSD and LGs)	-	-	7,062,045,320	3,732,115,617	3,070,679,981	794,899,678	14,659,740,596		
7.3.1	22100 General use of goods and services	-	-	7,062,045,320	3,732,115,617	3,070,679,981	794,899,678	14,659,740,596	410-International Development Association (IDA)	

7.4	Activity 4: Construct and equip Multi-purpose Enterprise Development & Productivity Centre including design and supervision	-	-	17,520,474,708	30,336,925,000	19,629,775,000	-	67,487,174,708	
7.4.1	23112 Non-Residential Buildings	-	-	17,520,474,708	30,336,925,000	19,629,775,000	-	67,487,174,708	410-International Development Association (IDA)
7.5	Activity 5: Hold regional technical engagements with DCDOs to discuss Implementation arrangements for GROW	-	-	196,351,893	2,141,430,000	1,070,715,000	-	3,408,496,893	
7.5.1	22100 Workshops, Meetings	-	-	196,351,893	2,141,430,000	1,070,715,000	-	3,408,496,893	410-International Development

	and Seminars								ent Associatio n (IDA)
7.6	Activity 6: Training of key MGLSD Staff supporting Project Implementation about GROW Project and Social Safeguards	-	-	61,976,519	61,976,519	61,976,519	35,690,500	221,620,057	
7.6.1	22100 Staff 3 Training	-	-	61,976,519	61,976,519	61,976,519	35,690,500	221,620,057	410- Internation al Developm ent Associatio n (IDA)
7.7	Activity 7: Supervision of Implementation of Environmental and Social Safeguards subproject sites	-	45,090,000	511,762,201	511,762,201	358,233,541	255,881,101	1,682,729,044	
7.7.1	22700 Travel 1 inland	-	45,090,000	511,762,201	511,762,201	358,233,541	255,881,101	1,682,729,044	410- Internation al

									Development ent Associatio n (IDA)
7.8	Activity 8: Mainstreaming of HIV / AIDS, GBV Prevention and Prevention of Sexual Harassment & Abuse in the GROW Implementation Areas	-	-	1,070,715,00 0	1,070,715,00 0	356,905,000	-	2,498,335,00 0	
7.8.1	22700 Travel 1 inland	-	-	1,070,715,00 0	1,070,715,00 0	356,905,000	-	2,498,335,00 0	410- Internation al Developm ent Associatio n (IDA)
7.9	Activity 9: Provision of support to NEMA to support Environmental Activities	-	-	1,889,816,10 4	395,054,575	-	-	2,284,870,67 9	

7.9.1	22100	Workshops, Meetings and Seminars	-	-	1,889,816,104	395,054,575	-	-	2,284,870,679	410- International Development Association (IDA)
7.10	Activity 10: Procure vehicles for Supervision of Civil works		-	500,000,000	499,667,000	-	-	-	999,667,000	
7.10.1	31220	Machinery and Equipment	-	500,000,000	499,667,000	-	-	-	999,667,000	410- International Development Association (IDA)
7.11	Activity 11: Remuneration of Sub-component 3A Staff		-	-	980,814,558	713,810,000	713,810,000	713,810,000	3,122,244,558	
7.11.1	21110	Contract Staff Salaries	-	-	980,814,558	713,810,000	713,810,000	713,810,000	3,122,244,558	410- International Development

	1 Buildings									al Developm ent Associatio n (IDA)
8	Output 8: Project managed and effectively supervised for high-quality implementation	2,488,802,535	5,633,247,628	15,149,441,144	5,034,980,208	3,496,369,448	1,624,224,812	33,427,065,775		
8.1	Activity 1: Facilitate project consultants/ staff costs	-	1,000,000,000	3,942,817,829	1,499,001,000	1,445,465,250	1,284,858,000	9,172,142,079		
8.1.1	21110 Contract Staff Salaries	-	1,000,000,000	3,942,817,829	1,499,001,000	1,445,465,250	1,284,858,000	9,172,142,079	410- Internation al Developm ent Associatio n (IDA)	
8.2	Activity 2: Facilitate operation costs for the project	-	1,256,833,628	3,319,972,237	414,031,495	262,967,769	45,355,587	5,299,160,716		

8.2.1	22100	General use of goods and services	-	1,256,833,628	3,319,972,237	414,031,495	262,967,769	45,355,587	5,299,160,716	410-International Development Association (IDA)
8.3	Activity 3: Media Engagement, Public Relations, and advocacy activities	-	-	3,933,812,855	499,667,000	135,987,947	-	4,569,467,802		
8.3.1	22100	General use of goods and services	-	3,933,812,855	499,667,000	135,987,947	-	4,569,467,802	410-International Development Association (IDA)	
8.4	Activity 4: Facilitate GROW Project Steering (PSC) and Project Technical (PTC) Committee activities	-	-	147,103,286	-	-	-	147,103,286		
8.4.1	22700	Travel inland	-	-	147,103,286	-	-	147,103,286	410-International	

									al Developm ent Associatio n (IDA)
8.5	Activity 5: Facilitate Project Staff Selection and Recruitment Process	-	-	167,248,725	-	-	-	167,248,725	
8.5.1	22100 Recruitment 4 Expenses	-	-	167,248,725	-	-	-	167,248,725	410- Internation al Developm ent Associatio n (IDA)
8.6	Activity 6: Orientation/retreat t for Members of Parliament (Gender and Budget Committees)	-	-	219,568,284	164,676,213	82,338,107	16,467,621	483,050,225	
8.6.1	22100 Worksho 2 ps, Meetings	-	-	219,568,284	164,676,213	82,338,107	16,467,621	483,050,225	410- Internation al Developm

	and Seminars								ent Associatio n (IDA)
8.7	Activity 7: Professional Fees and subscriptions to professional bodies	-	-	23,622,701	-	-	-	23,622,701	
8.7.1	22100 General use of goods and services	-	-	23,622,701	-	-	-	23,622,701	410- Internation al Developm ent Associatio n (IDA)
8.8	Activity 8: District Support and Supervision of GROW Project activities (MGLSD, OPM, MolG)	-	-	61,381,227	35,690,500	26,767,875	17,845,250	141,684,852	
8.8.1	22100 General use of goods and services	-	-	61,381,227	35,690,500	26,767,875	17,845,250	141,684,852	410- Internation al Developm ent

										Associatio n (IDA)
8.9	Activity 9: Recruitment and facilitating of consultants (Project staff)- PSFU		509,800,00 0	2,524,300,00 0	2,481,800,00 0	1,569,800,00 0	989,800,000	259,698,354	8,335,198,35 4	
8.9.1	21110 Contract 2 Staff Salaries		509,800,00 0	2,524,300,00 0	2,481,800,00 0	1,569,800,00 0	989,800,000	259,698,354	8,335,198,35 4	410- Internation al Developm ent Associatio n (IDA)
8.10	Activity 10: Facilitate operational costs for the project at PSFU		1,979,002,5 35	852,114,000	852,114,000	852,114,000	553,042,500	-	5,088,387,03 5	
8.10.1	22100 General 0 use of goods and services		1,979,002,5 35	852,114,000	852,114,000	852,114,000	553,042,500	-	5,088,387,03 5	410- Internation al Developm ent Associatio n (IDA)

9	Output 9: Policy innovation and evidence generation implemented	-	-	2,000,000,000	5,979,912,551	1,948,026,750	779,210,700	10,707,150,001	
9.1	Activity 1: Development of a management information system	-	-	2,000,000,000	915,043,002	-	-	2,915,043,002	
9.1.1	22500 1 cy Services- Short term	-	-	2,000,000,000	915,043,002	-	-	2,915,043,002	410- International Development Association (IDA)
9.2	Activity 2: Conduct Impact evaluation and special assessments	-	-	-	5,064,869,549	1,948,026,750	779,210,700	7,792,106,999	
9.2.1	22500 1 cy Consultan Services- Short term	-	-	-	5,064,869,549	1,948,026,750	779,210,700	7,792,106,999	410- International Development ent

								Associatio n (IDA)
Total Costs	8,833,714,350	25,980,359,467	235,383,671,171	289,682,977,388	177,018,340,323	37,583,967,384	774,483,030,083	