



UNITED NATIONS DEVELOPMENT PROGRAMME

Project Title: Gender Budget Project for Northern Uganda Recovery, Reconstruction and Development

UNDAF Outcome(s): Governance & Human Rights

Expected Outcome: **Capacity of Selected Local Governments and Oversight Entities Built and delivering accountable, inclusive, and demand-driven social and economic services.**

Implementing Partner: Parliamentary Budget Office (National Implementation).

Responsible Parties: Ministry of Gender, Labour and Social Development, Parliamentary Budget Office, School of Women and Gender Studies- Makerere University and Development Alternatives.

Northern Uganda has experienced over 20 years of conflict which has been responsible for huge violations of human rights; caused enormous suffering for the communities affected; massive forced displacements of population; loss of life and opportunities; near collapse of the economy and widespread poverty in the region. Conflicts are also responsible for the widening gender inequalities that are making women and girls more vulnerable to new forms of discrimination and exploitation during resettlement reconstruction and development in Northern Uganda.

Government of Uganda through the Comprehensive Peace, Recovery and Development Plan for Northern Uganda (PRDP) 2007-2010, seeks to consolidate peace and security, and lay foundation for recovery and development. While the PRDP focuses on areas that are critical to women's human rights, all its priority interventions and expected outcomes accord low priority (if any) to gender and women's concerns. Consequently, women have not benefited equally from the resources that have been allocated for the implementation of the PRDP. In fact available statistics on the socio-economic status of women and men indicate that the gender gaps are widening.

Eliminating further marginalization of women during recovery, reconstruction and development, calls for an intersection between conflict and gender on one hand and resource allocation on the other so as to improve the delivery of women's rights in PRDP implementation. Gender responsive budgeting thus provides an important entry point for making the intersection between conflict and gender on one hand and resource allocation on the other hand feasible.

In light of this, the Ministry of Gender, Labour and Social Development (MGLSD), Parliamentary Budget Office (PBO), the School of Women and Gender Studies (SWGS) of Makerere University and Development Alternatives (DELTA) would like to implement a Gender Budget Project aimed at building the capacity of policy makers to develop and implement PRDP related programmes and budgets that address women and men's needs more equitably as well strengthen women's voice in demanding accountability on their human rights from leaders. This is a One (1) year project, commencing in October 2011 and ending in September 2012.

Key Result Area (Strategic Plan):
Project Title: Gender Budget Project for Northern Uganda Recovery, Reconstruction and Development
Atlas Award ID:
Project Duration: October 2011-September 2012
Management Arrangement: National Implementation

Total Budget: USD\$ 272,721.6
 - Government
 - Other
 - In kind contributions:

Agreed by MoFPED..... *M. Suballam*

Agreed by Parliament..... *[Signature]*

Agreed by UNDP..... *T. Ma Jisen*



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List of Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
AUF	Auxiliary Forces
CSO	Civil Society Organisation
DCs	District Councillors
DELTA	Development Alternatives
SWGS	School of Women and Gender Studies
FAL	Functional Adult Literacy
FOWODE	Forum for Women in Democracy
GB	Gender Budgeting
GBP	Gender Budget Project
HIV	Human Immunodeficiency Virus
IDPs	Internally Displaced Persons
JICA	Japan International Cooperation Agency
MAK	Makerere University
MGLSD	Ministry of Gender, Labour and Social Development
MPs	Members of Parliament
NIM	National Implementation
NU	Northern Uganda
NUPF	Northern Uganda Parliamentary Forum
NURRD	Northern Uganda Recovery, Reconstruction and Development
PBO	Parliamentary Budget Office
PRDP	Peace, Recovery and Development Plan
SGBV	Sexual and Gender Based Violence
SIDA	Swedish International Development Cooperation Agency
TOT	Training of Trainers
UNDAF	United Nations Development Assistance Framework
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UPF	Uganda Police Force
UWOPA	Uganda Women's Parliamentary Association
WTF	Women's Task Force on gender responsive PRDP

1. Background

Conflicts in Uganda during the last 30 years have undermined sustainable development. Conflicts have been responsible for the huge violations of human rights by parties involved, caused enormous suffering for the communities affected; massive forced displacements of population; loss of life and opportunities; near collapse of the economy of the region and widespread poverty particularly so in Northern Uganda. While women and girls have endured the same trauma as the rest of the population such as bombings, famines, epidemics, mass executions, torture, forced migration, ethnic cleansing, threats and intimidation among others, they have also suffered from gender discrimination in accessing facilities and services during war, resettlement¹, reconstruction and development.

According to the study carried out by UNDP Uganda, *Returning to Uncertainty? Addressing vulnerabilities in Northern Uganda, 2006*, discrimination against women prevails in all walks of life. For instance, female headed households have limited access to land and as a result cultivate smaller plots of land. The same report clearly shows that 15% of the female headed households compared to 13% of the male headed households have no right to any land in Northern Uganda. Female headed households are poorer compared to others, have no sources of income, their asset base is very limited and their ability to protect their land rights is threatened. It is therefore not surprising that majority of female headed households are still living in camps in spite of government efforts on return and resettlement of internally displaced persons (IDP) in the last 2 years. The widening gender inequalities point out to a broader problem of gender discrimination. This is further perpetuated by gender blind policies, programmes as well as their associated budgets.

The Government of Uganda has developed a Comprehensive Peace, Recovery and Development Plan for Northern Uganda (PRDP), which seeks to consolidate peace and security, and lay foundation for recovery and development.

PRDP Priority Interventions and Expected Outcomes

Strategic Objective 1: Consolidation of state authority is to ensure cessation of armed hostilities, providing security, re-stabilising the rule of law, enabling the judicial and legal services to become functional, protection of human rights and strengthening local governance through rebuilding state institutions in the region.

Strategic Objective 2: Rebuilding and empowering communities seeks to contribute to community recovery and promote an improvement in the conditions and quality of life of displaced persons in camps, completing the return and reintegration of displaced populations, initiating rehabilitation and development activities among other resident communities and ensuring that the vulnerable are protected and served.

Strategic Objective 3: Revitalization of the economy seeks to re-activate the productive sectors within the region, with particular focus on production and marketing, services and industry as well as rehabilitation of critical infrastructure.

Strategic Objective 4: Peace building and reconciliation aims to ensure continuous prevalence of peace in Northern Uganda through increasing access to information by the population, enhancing counseling services, establishment of mechanisms for intra/inter communal and national conflict resolution, strengthening local governance and informal leadership structures and reinforcing the socio-economic reintegration of ex-combatants.

¹ Returning to Uncertainty? Addressing vulnerabilities in Northern Uganda by UNDP- Uganda and Government of Uganda, 2006.

Although the PRDP priority interventions are critical for women's human rights, it is important to note that this Plan including its associated budget, gives low priority to women's rights despite the widening gender inequalities. Consequently women are not equally benefiting from resources that have been allocated for the implementation of the PRDP. This particularly calls for an intersection between conflict and gender on one hand and resource allocation on the other in order improve the delivery of women's rights in recovery, reconstruction and development of Northern Uganda. Gender budgeting thus provides an important entry point for making this intersection feasible. First and foremost by highlighting the differential impact of the PRDP and associated budgets have on women and men, boys and girls. Secondly, by ensuring that the PRDP budget is used as a tool for addressing the existing gender inequalities in a more consistent and deliberate manner.

Gender equitable budgeting then presents an opportunity for aligning the PRDP priorities to the actual needs of women and girls that have been most affected by conflict and poverty. It will also make it possible to harmonize the PRDP priorities with the commitments that Government of Uganda (GOU) has made with regard to women's human rights. Notably the UN resolution 1325. This will improve the focus of PRDP programmes on the needs and concerns of marginalized groups especially women which is currently not the case.

Uganda has been implementing a Gender Budget Project² since 2000, through the kind support of the Government of Japan, United Nations Development Programme (UNDP), the Swedish International Development Cooperation Agency (SIDA), and the United Nations Capital Development Fund (UNCDF) among others. This experience has had a number of outcomes including the development of gender budgeting tools such as manuals and guidelines for Local Governments by the Ministry of Gender, Labour and Social Development (MGSLD), training and national advocacy by Forum for Women in Democracy (FOWODE) which has made it possible for the Ministry of Finance Planning and Economic Development to appreciate the importance of gender equity in resource allocation. However, widespread conflict for more than twenty years in Northern Uganda halted development efforts including gender budgeting. Consequently, Northern Uganda as a region has not benefited much from previous gender budgeting initiatives.

Similarly, according to the Capacity Needs Assessment report (2009)³ on "**Public Sector Capacity for Policy, Gender and Budget Analysis**", over 80% of policy-makers and implementers have no clear understanding of the concept of gender budgeting. The same report further shows that there is lack of gender disaggregated information and insufficient resources/logistics to support gender responsive budgeting. It is therefore important that policy makers and implementers for the PRDP understand and appreciate the importance of gender responsive budgeting in promoting gender equity and sustainable development. Secondly, there is urgent need for adequate resources to support capacity building on gender equitable budgeting.

² The Gender Budget Project is a collaboration of Government Technocrats, Members of Parliament representing special interest groups, researchers, Civil Society Organisations and the Media. It is coordinated by Forum for Women in Democracy (FOWODE), and benefitted from the support of the UNDP/Japan WID Fund under the auspices of the Tokyo International Conference on African Development (TICAD) with an objective to strengthen gender mainstreaming at the local government levels..

³ Ministry of Finance, Planning and Economic Development, 2009.

At a policy level, there is already a National Gender Policy and a requirement in the budget call circular by the Ministry of Finance, Planning and Economic Development to all sectors to ensure gender budgeting during the budget process. Although, this is the case, most districts from the former conflict region of Northern Uganda have not benefitted from previous gender budgeting initiatives and therefore still lack the capacity to formulate and implement budgets that address the needs of women and men, girls and boys. This partly explains why women and girls continue to miss out on government programmes and their associated budgets. Gender equitable budgeting is a powerful tool by those seeking for greater accountability with respect to the gender equity goal and those who are working towards the broader goal of social justice and transformation.

It is in this regard, that the Ministry of Gender, Labour and Social Development (MGLSD)⁴, Parliamentary Budget Office (PBO), the School of Women and Gender Studies (SWGS) of Makerere University and Development Alternatives (DELTA) would like to implement a Gender Budget Project in selected post conflict districts of Northern Uganda in order to broaden the use of GRB as a tool for promoting accountability and responsibility of local governments on gender equality. The project is aimed at building the capacity of policy makers and implementers of PRDP on gender responsive budgeting as well strengthen women's capacity to demand for programmes and services that address their needs and concerns.

2. Strategy

United Nations Agencies in Uganda have developed a new UNDAF for 2010 – 2014 that is aligned to the National Development Plan (NDP) 2010-2020, being developed by the Government of Uganda to cover the same period. A review of the current country development framework, the Poverty Eradication Action Plan (PEAP) reveals that even though a guiding principle for the implementation was gender mainstreaming, indicators for gender mainstreaming were either not met or generally not measured. It is critical that the NDP and complementary development frameworks such as the PRDP are developed and implemented respectively with identifiable and measurable commitments to gender equality and women's empowerment.

The United Nations is committed to gender mainstreaming and women's empowerment, in its operations and programmatic work. In compliance with its principles and also a guiding development principle of Uganda, gender mainstreaming and women's empowerment are an area of special focus in the UNDAF for 2010 – 2014. Within the context of current UN reforms, UN Agencies are maximizing their comparative advantages for greater impact in their common programming framework, i.e. the UNDAF. Several joint programming areas have therefore been identified within the various Outcome Areas of the new UNDAF where Agencies will deliver as ONE in support of the national efforts. This will enhance collaboration among Agencies and coherence in programming; reduced duplication of activities and the incidence of double funding, standardized procedures and

⁴ The MGLSD has the mandate to spearhead or support capacity building for gender mainstreaming. In this regard the MGLSD can partner with other institutions in order to promote capacity building for gender mainstreaming. For this particular project, the MGLSD will play a key advisory role. The forthcoming joint programme by the MFPED and Uganda Management Institute focuses on training. The proposed GRB project takes a broader approach in addition to training i.e. research, technical support and advocacy. The Diploma Course by the DWGS is generic and does not necessarily focus on GRB in Parliament and selected Local Governments.

greater efficiency of resources and reduced transaction costs of partners in government and civil society who will now deal with lead Agencies rather than several individual Agencies. A joint programming approach also requires joint resource mobilization and joint reporting. This would enhance greater accountability of results and impact of donor support and also reduce their transaction costs by dealing with a single UN entity rather than multiple Agencies working on similar issues.

Gender equality and women's empowerment are embedded in the Millennium Declaration and are imperative for achievement of 6 of the 8 Millennium Development Goals (MDGs), viz. Goal 1 on poverty reduction, Goal 2 on universal primary education, Goal 4 on reducing child mortality, Goal 5 on improving maternal health, Goal 6 on combating HIV/AIDS and Goal 7 on ensuring environmental sustainability. Women's Empowerment and Gender Equality is the third of the MDGs and is therefore also an end in itself and not only a means for the achievement of the other Goals. The UN and governments, including Uganda are committed to the achievement of the MDGs by 2015, and the UN has consequently within its various mandates and programmes been assisting governments in working towards achievement of the Goals including measuring of progress.

The UN Joint Programming on Gender Project has a focus on enhancing progress in the attainment of MDG 3 and the other Goals that hinge on women's empowerment. In particular the joint programme focuses on advocacy, capacity building and support for policy formulation and implementation and has the following key outcomes: -

1. Government institutions, systems and procedures are strengthened to ensure gender equitable protection of rights and service delivery;
2. Civil society has enhanced capacity to demand and secure accountability from government for women's rights and equitable service delivery;
3. Improved economic empowerment of women;
4. UN partners deliver effective, strategic and efficient support for gender responsive governance.

The proposed Gender Budget Project will contribute to outcome 1 in particular output 1.2⁵ by advocating for budgetary resources for the implementation of government commitments on gender equality and women's empowerment during Northern Uganda recovery and reconstruction. First and foremost the project focuses on building the capacity of Members and staff of Parliament, district leadership and technical people, women activists on gender responsive budgeting. This gives an opportunity to the policy makers and implementers to influence the PRDP budget priorities and re-align them to government's commitments on gender equality and women's empowerment. Besides, the project will make it possible for gender experts to provide technical support to the sectoral committees of Parliament and district councils on gender responsive budgeting.

Secondly, quite a lot of funds amounting to Ushs 38 billion⁶ (US \$ 16.8 million) has been disbursed for the implementation of the PRDP. However, little information is currently available on the impact this expenditure on women and men, girls and boys. Through the project, research studies will highlight the existing or emerging gender gaps with the implementation of the PRDP and associated budgets. This will bridge

⁵ Output 1.2 is priority issues to promote gender equality and women's empowerment (GEWE) identified and addressed in sectoral plans, budgets and programme implementation.

⁶ This is out of the total budget of Ushs 1.1 trillion (US\$ 606 million) that is expected to be spent over a three-year period.

the information gaps on the actual benefits of PRDP expenditures and their impact on women and men, girls and boys.

Although the PRDP is an outcome of a participatory process, women were not adequately part of this process. This project will support women's rights activists to participate in influencing development priorities of sectoral committees of Parliament and district committees. The project will also build their capacity on gender responsive budgeting and share vital policy and budget analyses for their effective participation.

3. Proposed gender budget project

The Gender Budget Project will strengthen the capacity of policy makers and implementers of the PRDP on gender responsive budgeting as well as strengthen women's capacity to demand for programmes and services that address their needs and concerns. The project is specifically targeting the policy implementers (technical people) mainly because they are responsible for originating/drafting and implementing policy and budget priorities. This implies that once the technical people appreciate and gain the skills on gender equitable budgeting, they are able to originate and implement budgets that address women's and men's different needs.

On the other hand, the policy makers; MPs and DCs play a significant role during the budget process. They discuss budget proposals to ensure that these are in harmony with the national development priorities, approve budgets and oversee budget implementation. In the same way, MPs and DCs are in a strategic position to check whether the national and district budgets are gender responsive before they are approved. At the same time they monitor budget implementation which in one way enables them to assess budget performance. Therefore, they are in a strategic position to demand accountability from the budget implementers on gender equity, and they can cause the introduction of gender equity goal in budgeting during the process.

The focus on women and gender activists is mainly to enable them have a voice in influencing budget priorities as well as demand accountability from their respective leaders at the national and district levels. Through the project, women will appreciate their right to participate in deciding on issues that affect their lives especially resource allocation. The budget is one of these important decision-making tools. The project will build women's capacity by imparting gender budgeting skills and provide them with up to date information on policy and budget priorities. It will also provide a forum for them to have their views and concerns heard. The project will then take a three dimensional approach- working with the policy makers, working with the policy-implementers and the actual project beneficiaries.

The project will contribute towards the achievement of **UNDAF Outcome 1** Capacity of selected Government Institutions and Civil Society improved for good governance and realization of Human Rights that lead to reducing geographic, socio- economic and demographic disparities in attainment of Millennium Declaration and Goals by 2014. The project will be implemented at two levels, at the national and district levels. At the national level, the focus will be put on policy makers and implementers that are in charge of implementing the PRDP; in particular Office of the Prime Minister, Ministry of Finance, Planning and Economic Development, Sectoral Ministries that are key to the implementation of the PRDP objectives, Members of Parliament especially Northern Uganda Parliamentary Forum (NUPF) and women's organisations that are advocating for gender responsive budgets.

At the district level, four districts⁷ are selected from Northern Uganda namely: Nebbi from West Nile sub-region; Amuru and Lamwo from Acholi sub-region; and Apac

⁷ There is change in the selection of districts; Nebbi instead of Arua, Amuru and Lamwo instead of Kitgum, and Apac instead of Lira, mainly because similar interventions will be undertaken in districts earlier selected under the JP on Gender. UNIFEM is also planning to strengthen her presence and programme in the Karamoja sub-region.

from Lango sub-region. (See Annex 1 for the location of selected districts). These districts have been selected based on a number of issues. First, Amuru and Lamwo are among the districts that had the greatest impact of the conflict and massive displacements. Nebbi and Apac on the other hand are among districts that had high levels of concentration of camps for internally displaced people. Secondly the districts selected are not targeted by other GRB interventions including the JP on Gender. In this case, the challenge of duplicating efforts will not arise⁸.

At the district level, the focus will be put on district leadership: technical people and councilors as well as Members of the Women's Task Force (WTF) for a gender responsive PRDP. The WTF is a coalition of twenty-one (21) women's organisations working in Northern Uganda. Its aim is to make women and their concerns visible in the implementation of the PRDP. In this regard, the WTF has defined specific interventions under each PRDP strategic objective that need to be considered to ensure gender responsiveness of PRDP implementation (see Annex 2 for details). The project will then complement and strengthen WTF advocacy by engaging into equitable resource allocation.

3.1 Specific objectives

- 3.1.1 Build the capacity of Members and staff of Parliament, key Sectoral Ministries and District Councilors and technocrats on gender budgeting.
- 3.1.2 Strengthen the evidence base for gender equality and women's empowerment in Northern Uganda recovery, reconstruction and development.
- 3.1.3. Improve the capacity of women activists to demand for gender equitable resource allocation.
- 3.1.4 Provide technical support to specific committees of Parliament and districts on gender analysis of budgets, policies and gender sensitive oversight of government performance in Northern Uganda.

3.2 Expected outcome

More resources allocated and utilized for delivery of women's rights in recovery, reconstruction and development of Northern Uganda.

3.3 Specific Activities, Outputs and Deliverables

3.3.1 Output 1: Capacity of Members and Staff of Parliament, District Councilors and Technocrats for gender responsive budgeting in PRDP built

Under capacity development, the following specific activities will be undertaken:

3.3.1.1 Undertake a gender budgeting capacity assessment of Staff and Members of Parliament (MPs) of the selected committees and District Councilors (DCs) from Amuru, Apac, Lamwo and Nebbi Districts. The assessment will provide information on the existing capacity, gaps and areas of training that need to be emphasized

⁸ UNIFEM Uganda had raised a concern over the possibility of duplicating efforts with the implementation of the JP on Gender (2011-2014).

during the implementation of this project. The results of the assessment will inform the development of a training programme on gender budgeting for MPs and DCs. The deliverable under this activity will be the gender budgeting capacity assessment report.

3.3.1.2 Develop a training manual on gender budgeting for Parliament taking into consideration Parliament's constitutional roles of legislation, representation and oversight. The development of a gender budgeting manual will be informed by the findings of the gender budgeting capacity assessment (activity 3.3.1.1.) and will build on previous efforts by FOWODE and the MGLSD⁹. The manual will pay attention to gender responsive legislation, public expenditure management, strengthening legislative participation in the budget process, gender auditing and gender and accountability, gender responsive recovery, construction and development, representation and participation of women and other marginalized groups. The draft manual will be peer reviewed by a team of trainers including technical persons in charge of capacity development in Parliament. The deliverable will be a training manual on gender equitable budgeting for MPs, which will be used for the following activity 3.3.1.4.

3.3.1.3. Undertake a 4-day Training of Trainers (TOT) to 20 people. The purpose of the TOT will be to create a core team of trainers on gender equitable budgeting from the collaborating institutions and districts who will take charge of the training programme on gender budgeting at the national level (MPs, staff of Parliament, women activists) and district level (DCs, technical people, members of the Women Task Force (WTF)). The deliverable will be a core group of trainers on gender equitable budgeting so that continued capacity development becomes self-sustainable.

3.3.1.4. Undertake two 3-days training workshops on gender budgeting (40 people per workshop) utilizing the manual developed from activity 3.3.1.2; one awareness on gender equity budgets for MPs and the second for staff of Parliament in particular Clerks of selected Committees and the Collaborating Institutions. The purpose of the training will be to impart skills in gender equity budgeting, advocate for gender equitable resource allocation as well as pilot the gender budgeting training manual. The training will target both standing and sessional committees and their technical staff, whose work has a special focus on the national budget and the PRDP. These include; the Budget Committee, Public Accounts Committee and the Committee on Local Government Accounts. The deliverable will be a minimum skilled 40 MPs and 40 staff of Parliament, and detailed evaluation report on the training.

Among the sessional committees, more attention will be put on the Committee on Finance, Planning and Economic Development, Committee on Gender, Labour and Social Development, Committee on Social Services and the Committee on Public Service and Local Government. In addition, the training will target members of Uganda Women's Parliamentarian Association (UWOPA)¹⁰ and members of Northern Uganda Parliamentary Forum (NUPF). The training for members and staff of Parliament will also enable project implementers to identify vocal and influential MPs who can articulate women's concern with regard to PRDP budgets on the floor of Parliament and during committee budget discussions. The project implementers will therefore work closely with this team to ensure that the proposals that will be

⁹ FOWODE and the MGLSD supported by the UNDP/Japan WID Fund have developed gender budgeting training materials. This particular effort will build on and adapt the existing tools to gender and conflict.

¹⁰ UWOPA is the association of all Women Members of Parliament.

emerging from research and other activities get into the national budget but particularly so the PRDP annual budgets.

Members of staff of Parliament are targeted on two accounts; they service the Committees of Parliament. Secondly, with periodic elections every after five¹¹, there is usually turnover for MPs. In this case the staff of Parliament will be able to support MPs on gender responsive budgeting. Member's Handbook on equity budgeting (under activity 3.3.1.6) will also be important in passing on the skills to new MPs.

3.3.1.5 Undertake four (one per a district targeted) 3-day trainings on gender budgeting for district councilors and technocrats from Amuru, Apac, Lamwo and Nebbi Districts.

The purpose of the training will be to sensitize, impart skills and advocate for resources that address women and men's needs more equitably in the implementation of the PRDP. The training will target members of local government committees and their respective technocrats; in particular the planning department, community development, education and health. The planning department will be specifically targeted because it is primarily responsible for development, implementation and monitoring district programme and budgets. In the same way as is the case with the process for Parliament, the training will enable the project implementers to identify influential DCs who will be equipped with information to enable them articulate women's concerns in their respective district budgets. The deliverable will be a detailed report on the training.

3.3.2 Output 2: The evidence base is strengthened for gender equality and women's empowerment in Northern Uganda Recovery, Reconstruction and Development (NURRD) through research and knowledge

3.3.2.1 Undertake a gender disaggregated public expenditure incidence analysis of on-going recovery and development programmes in four selected districts (Amuru, Apac, Lamwo and Nebbi) of Northern Uganda. The gender disaggregated public expenditure incidence analysis will be based on available household data and will reveal the distribution of expenditure between women and men, girls and boys under the PRDP programmes. This analysis will build upon the work done by the Women's Task Force (WTF) for a Gender Responsive PRDP. The WTF has identified interventions (see annex 2 for details) that are needed under each PRDP strategic objectives to ensure more equitable distribution of resources and benefit among women and men, girls and boys in the implementation of the PRDP. The delivery of some of these interventions will be costed so that the advocacy shifts from making recommendations to actually advising government on the amount of resources required for these interventions. The deliverable of this activity will be a detailed report on the actual benefits on women and men, girls and boys in terms of funds of the PRDP programmes as well as the cost of a gender responsive PRDP programmes.

As part of the process, a detailed gender analysis of Amuru, Apac, Lamwo and Nebbi districts strategic plans and budgets will also be undertaken. The analysis will aim at establishing the gender responsiveness of the strategic plans and associated budgets, identifying gaps and coming up with concrete proposals on addressing the existing gaps in resource allocation. The findings of the gender disaggregated public

¹¹ Uganda held its parliamentary elections in 2006 and will hold new elections in 2011.

expenditure incidence analysis of on-going recovery and development programmes will be compared with the gender analyses of the strategic plans and budgets.

These analyses will form the basis for advocacy on more gender equitable resource allocation in the respective districts. Therefore, based on this information, the Project implementers and members of the WTF will be able to take the advocacy to budget related requirements for the actual implementation of the proposed interventions. The activity deliverable will be the district gender budget reports. The reports will be printed and distributed. A policy dialogue in each district, explained below in activity 3.3.2.2, will be held to present and discuss the findings as well as advocate for more gender responsive district strategic plans and budgets.

3.3.2.2 Organise four policy dialogues, one for each district (approx 150 people invited for each policy dialogue) to present and discuss the research findings from activity 3.3.2.1 and proposals to the policy makers and implementers. The dialogues will also push for decisions on resources targets to address gender gaps in programmes. The policy dialogues will give an opportunity to women and gender activists to interact with the policy makers and implementers and also give feedback on the budget proposals before they are approved by Parliament and the respective district councils. In this respect, the dialogues will be attended by members of NUPF, government technocrats, DCs, women and gender activists, members from civil society and media. The deliverable will be proposals to policy makers and implementers for allocating resources equally between women and men and the decisions taken by the policy makers at the policy dialogue will then be monitored in order to improve accountability on women's needs and concerns. A report highlighting the dialogue recommendations on resources allocation will also be produced.

3.3.3 Output 3: Capacity of Gender activists on gender responsive budgeting is improved

3.3.3.1 Organise a 4-day comprehensive gender budgeting training for Members of the Women's Task Force on gender responsive PRDP and other women activists implementing programmes in the four selected districts of Northern Uganda.

The DWGS will undertake a gender budgeting training for WTF members and other women activists. The training will enable them to acquire skills on gender budgeting and advocacy. They will also draw a plan for engaging the district budget process more effectively. The project implementers will take advantage of the training to identify women who will spearhead gender budget advocacy in the 4 selected districts (Amuru, Apac, Lamwo and Nebbi).

As part of the project, women activists from Amuru, Apac, Lamwo and Nebbi districts will be equipped with and oriented to relevant materials and tools to enable them articulate gender and budget issues. The project will lobby for women's representation on different district committees so that they can have a voice on budget related issues before the sectoral budgets are presented to the respective district councils. The deliverable will be capacity development of 40 people from the WTF and women activists from 4 districts on gender responsive budgeting. The training report including the outcomes, challenges of women's participation during the district budget process will also be produced.

3.3.3.2 Collaborate with international and national experts on gender budgeting to support short-term course and participate in advocacy.

3.3.4 Output 4: Technical support to Parliamentary and District Committees on gender budgeting provided

3.3.4.1. Provide technical support to selected committees of Parliament and selected districts to ensure that gender equity goal(s) in budgeting is/are introduced in the PRDP. In order to achieve this, 4 technical experts will be assigned to selected Standing and Sessional Committees of Parliament. It is a requirement that all ministries submit policy statements to Parliament. Policy statements highlight the sector budget performance in the previous year and budget proposals for the coming financial year. This stage offers an opportunity for MPs to question the rationale for budgets as well as propose appropriate changes.

In this regard, the main task of these technical experts will be to analyse the respective sectoral budget proposals, present the analysis and work closely with the committees to provide support so that the committees appreciate the basis of the proposals and take them into consideration during their budget discussions. In this respect the technical persons will attend Committee meetings especially those on policy and budget. It is anticipated that this will improve the gender responsiveness of the sectoral policies and budgets as well as make the PBO more effective during the budget process. The deliverable of this activity will be the technical advises and inputs to the respective Parliament committees to make sector policies budgets more gender responsive. .

3.3.4.2. Undertake detailed gender analysis of the sectoral policy statements for purposes of identifying gaps and making proposals to respective committees of Parliament on gender responsive budgeting as well as following-up committee processes to ensure appreciation and uptake of budget and policy proposals. The gender analysis will be utilized for the above activity 3.3.4.1.

4. Visibility of the Japanese Assistance

The detailed strategy to increase the donor's visibility will be planned together with the Embassy of Japan in Uganda. At this moment, the following will be ensured by the UNDP Country Office:

- (1) Japanese ODA logo will be included in all documents published as a part of the project.
- (2) All training courses, workshops and policy dialogues will make it clear that they were supported by the Government of Japan through the UNDP-Japan Partnership Fund
- (3) The opportunities will be sought with the Embassy of Japan in Uganda to involve the Embassy on various occasions as speakers to increase their visibility

5. Collaborating Institutions and Relevance of the Project in Pursuing Institutional Mandates

This Gender Budget Project will be a collaborative initiative of the Parliament of Uganda- Budget Office, the Department of Women and Gender Studies of Makerere University, Ministry of Gender, Labour and Social Development (MGLSD) and Development Alternatives (DELTA).

5.1. Ministry of Gender, Labour and Social Development

The Ministry of Gender, Labour and Social Development is the national machinery for promoting gender equality and women's empowerment in Uganda. The Ministry has the overall mandate to develop policies and guidelines, set standards, build capacity for gender mainstreaming and to identify national priorities in the area of gender mainstreaming and monitoring and evaluation.

Since its inception in 1988, the Ministry has spearheaded the formulation of gender oriented sector specific policies and programmes at national local levels. In 2004 the Ministry embarked on spearheading the mainstreaming of gender in sector investment plans especially in the sector budgets through Sector Working Groups on Gender.

In 2006, through the support by the UNDP/Japan WID Fund and in partnership with UNCDF, the Ministry of Gender, Labour and Social Development in collaboration with the Ministry of Finance Planning and Economic Development developed gender budgeting guidelines for Higher (District) and Lower (Sub-county) Local Governments as well as building of capacity of planners in selected Ministries on Gender and Equity Budgeting. The Gender Budgeting Project will therefore enable the Ministry to execute its mandate, push for utilization for the gender budgeting guidelines, especially in the conflict affected region, and to offer oversight policy guidance to the collaborating agencies.

5.2. Parliamentary Budget Office

According to the Budget Act (2001), the primary mandate of the Parliamentary Budget Office is to provide Parliament and its committees with objective, independent and timely analysis of the national budget. PBO is also mandated to carry out analytical studies on the national economy. This Gender Budget Project (GBP) will enable the Budget Office to provide objective, independent and timely gender budget analyses to Members and staff of Parliament responsible for overseeing the implementation of the PRDP. This in return will strengthen their capacity in influencing PRDP budget priorities.

5.3. Department of Women and Gender Studies –Makerere University

The School of Women and Gender Studies (SWGS) is a multidisciplinary academic unit that provides intellectual leadership for mainstreaming gender in all spheres of economic, political and social-cultural development. It has over time contributed to national and global debate on gender equality by linking policy makers, activists and scholars through teaching, research, outreach and networking. Lecturers from the SWGS have actively participated in gender budget research and have built

experience in gender budget research. The GBP will enable the SWGS to bring this rich experience on gender research into budget and policy processes as well as be able to utilize findings of Masters and PhD research in budget and policy processes. The planned short course on Gender Budgeting¹² by the SWGS will upscale expertise and address sustainability challenges.

5.4. Development Alternatives

Development Alternatives (DELTA) is a gender and development Organization with diverse human resources and experience aimed at supporting proficient performance in local, national and international organizations and institutions in mainstreaming gender in their development processes and programmes. DELTA has members who are professionals with core expertise in gender and development especially in gender planning and budgeting, policy research and advocacy, gender training, development of programmes and projects, monitoring and evaluation. Members of DELTA have been instrumental in promoting gender budgeting at the international, national and local levels. DELTA has wide experience in undertaking gender budget research, training and development gender budgeting tools that are used by Government and CSOs as well as designing gender budget projects in other countries. DELTA's participation on the project will enable its members to share experience, participate in undertaking selected activities and enrich the process.

¹² The planned short course on Gender Responsive Budgeting is different from the Diploma Course on Gender. While the diploma course is generic, the proposed short course on GRB will focus on budget related issues. The DWGS in partnership with the MGLSD has designed and will be piloting a generic diploma course on gender for government officials from Local governments.

6. Sustainability

Sustainability of the project will be achieved through a number of strategies. First and foremost, through capacity built on gender responsive budgeting among participating institutions and organisations. In case of Parliament, the members of staff that will be trained will provide support to Committee members during the budget process especially during the budget discussions in Parliament. This support will continue as part and parcel of their official work.

Through the TOT, a team of trainers will be created. These trainers will take charge of future gender budgeting training efforts in their respective organisations. The participating organisations will be encouraged to plan for gender budgeting training as part of their capacity building programmes. Because these trainers will be drawn from their respective organisations and with resources allocated, they will be able to continue with gender budget training under their respective organisations/institutions. In case of Parliament, gender budgeting will be one of the key areas that New MPs will be inducted on. Members' Handbook that will be published as part of the project will be used as a point of reference during inductions and MPs will be encouraged to use it during budget discussions in Parliament.

Similarly, at the district level capacity building efforts targeting technical people especially the Planning Unit/department will enable the Districts to plan for capacity building interventions on gender budgeting under the district capacity development plan. In so doing the districts will be able to target more stakeholders at the District and the Sub-county. The Project will also enhance skills on gender budgeting to Committees of Parliament and districts so that they are able to analyse the gender implications of national and district plans and budgets as well as demand for gender responsive plans and budgets.

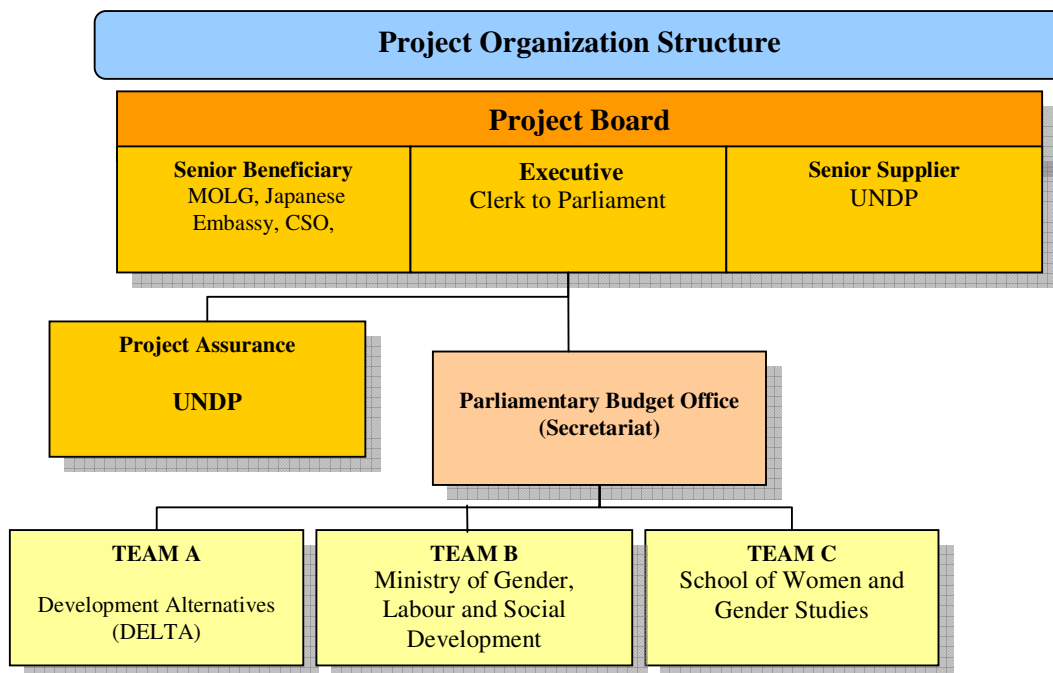
The Project will target members of the WTF on gender responsive PRDP from the four selected districts. This will strengthen their work by advocating for equitable distribution of resources. Members of WTF will be supported to participate during the budget process. On the other hand, the participating organisations with capacity built, will continue with the interventions under their institutional mandate; Parliamentary Budget Office will continue with capacity development on gender budgeting for the Members of Parliament, the Department of Women and Gender Studies will continue to run a course on gender budgeting to enable other stakeholders acquire skills and knowledge in gender budgeting. DELTA on the other hand will also continue with technical support. In this regard participating organisations will sign memoranda of understanding with UNDP to this effect.

7. Oversight and Management Arrangements

This being a National Implementation (NIM) project of UNDP, the implementation responsibility of the project will be with the Parliament of Uganda- the Parliamentary Budget Office in collaboration with the Ministry of Gender, Labour and Social Development, Department of Women and Gender Studies, Makerere University and Development Alternatives (DELTA).

The project will be managed by PBO and overseen by the Project Board. The Project Board shall be comprised of the UNDP, Parliament, Representative from the Japanese Embassy in Uganda, Ministry of Local Government and an eminent CSO. The Project Board will deal with all the policy, financial, implementation and related matters of the project. Meetings will be by exception and to establish checkpoints for the implementation of the project. Substantive and quarterly reporting will be done on a quarterly basis and submitted to the Project Board.

A project secretariat will be established in order to ensure effective implementation and will be hosted by SWGSPBO. The secretariat will be headed by a full-time Coordinator who will be responsible for the day-to-day project activities. The Coordinator will also be responsible for project assurance as per the monitoring and evaluation framework. The Coordinator shall have extensive knowledge and experience in gender mainstreaming and budgeting. She or he will be supervised by PBO and will work closely with the working teams in each of the partner organisations. There will be a Project Assistant who will handle the administrative issues.. The Coordinator will ensure timely implementation of the project activities and reporting. The schematic representation of the project management is illustrated below.



8. Monitoring and Evaluation

Constant monitoring of the progress and subsequent guidance will be undertaken especially by the UNDP and PBO. It will focus on three main processes; the project and its contributions to changes in national and district budgets priorities on the PRDP and whether these changes benefit women and men, boys and girls; the strategies and whether these strategies are encouraging positive change and the functioning of the project. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

The Project Board will be meeting on a quarterly basis to assess the progress made towards the completion of key outputs, based on the quality assessment criteria and methods captured in the quality management below. During the quarterly meetings, the Project Board will also discuss/approve quarterly work plans. Each participating institution and team will produce quarterly work plans and progress reports that will be discussed and approved by the Project Board.

Quarterly, Semi-annual, Annual progress reports will be submitted to UNDP-Uganda and the Programme Manager at the UNDP Gender Team, New York according to the reporting guideline for the Partnership Fund Gender Window. The Project Board will hold quarterly meetings with UNDP-Uganda to discuss the progress made and build consensus on future interventions.

The Project Coordinator will monitor progress made by participating institutions on a monthly basis as well as compile project quarterly work plans and reports for consideration by the Project Board.

Annual performance review will be held with participation of UNDP –Uganda, the collaborating organisations, Members of Parliament, district leadership and gender activists. The outcomes of the review workshop will be published into an annual performance report and disseminated to different stakeholders.

Quality Management for Project Activity Results

OUTPUT 1: Capacity of Parliament and Districts on gender responsive budgeting improved			
Activity Result 1 (Atlas Activity ID)	<i>Gender budgeting capacity development</i>	Start Date: October 2011, End Date: September 2012	
Purpose	<i>Build capacity of Members and Staff of Parliament and District Councilors and Technocrats on gender budgeting</i>		
Description	<i>Planned actions to produce the activity result.</i>		
Activity	<i>Quality Criteria</i>	Quality Method <i>Means of verification.</i>	Date of Assessment
GB capacity assessment of MPs, staff and DCs	Indicator: Number of MPs and DCs that have or lack gender budgeting skills	GB Capacity Assessment Report	September 2012
Develop a training manual on gender budgeting for Parliament ¹³	Indicator: Training manual developed for MPs on GB	Semi Annual Progress Reports on the project	September 2012
Undertake a TOT	Indicator: Number of trainers trained on gender equitable budgeting	Register of Gender Budgeting Trainers	September 2012
Organise two training workshops on GB for MPs and Staff of Parliament	Indicator: Number of MPs trained on GB.	GB Training reports Bi- annual assessment reports of Committee budgets discussions	Bi-annual assessments- (April 2012 and September 2012)
Organise 4 trainings on gender equitable budgeting (one per district) for DCs, technocrats.	Indicator: Number of DCs and technocrats trained on GB.	GB Training reports Bi- annual assessment reports of District budgets discussions	Bi-annual assessments- (April 2012 and September 2012)
OUTPUT 2: The evidence base is strengthened for gender equality and women's empowerment in NURRD through research and knowledge			
Activity Result 2 (Atlas Activity ID)	<i>Strengthening evidence base for gender responsive NURRD</i>	Start Date: January 2012 End Date: September 2012	
Purpose	<i>Undertake evidence based advocacy for gender responsive budgets for NURRD</i>		
Description	<i>Planned actions to produce the activity result.</i>		

¹³ Parliament being a specialized institution will require a tool that takes into consideration its constitutional mandate which is quite different from other government agencies that are mandated with policy and programme implementation.

Activity	<i>Quality criteria indicators to measure the quality of the activity result measured)</i>	Quality Method <i>Means of verification</i>	Date of Assessment
Undertake gender disaggregated public expenditure incidence analysis of on-going recovery and development programmes in Amuru, Apac, Lamwo and Nebii Districts	Indicator: Number of projects and programmes and amount of resources benefiting women and men in NU	Budget transfers to districts and expenditure reports Beneficiary assessment reports	September 2012
Organise 4 policy dialogues to present findings of the district gender budget analysis and advocate for gender equitable resource allocation	Indicator: Level of participation of the policy makers and implementers at the dialogues	Dialogue reports	September 2012
OUTPUT 3: Capacity of gender activists on gender responsive budgeting is improved			
Activity Result 3 (Atlas Activity ID)	<i>Capacity development for gender activists</i>		Start Date: End Date:
Purpose	<i>Build capacity and linkages to advocate for gender responsive budgeting in NURRD</i>		
Description	<i>Planned actions to produce the activity result.</i>		
Quality Criteria	Quality Criteria	Quality Method <i>(Means of verification)</i>	Date of Assessment
GB training for women activists and support their participation during the budget process	Indicator: Number of women activists trained on gender budgeting and participating during the district budget process	Reports of district budget meetings and conferences	September 2012
Collaboration with international gender budget experts	Indicator: Level of exchange of information and tools on gender equitable budgeting	Annual performance reports	September 2012
OUTPUT 4: Technical support to Parliamentary and District Committees on GB provided			
Activity Result 1 (Atlas Activity ID)	<i>Technical support to Parliament and districts</i>		Start Date: End Date:

Purpose	<i>Provide technical support to selected parliamentary and district committees on gender responsive budgeting and gender responsive oversight of government performance</i>		
Description	<i>Planned actions to produce the activity result.</i>		
Activity	Quality Criteria <i>indicators to measure the quality of the activity result</i>	Quality Method <i>Means of verification</i>	Date of Assessment
Assign technical persons to selected committees to provide technical support	Indicator: Expert Attaches to Parliamentary committees	MOU signed with Gender Budget Experts Reports of individual experts on their technical support	September 2012
Gender analysis of selected sectoral policies and budgets	Indicator: Level of accountability to gender equality in sectoral policies and budgets	Gender budget reports	September 2012

9. Risk Analysis and Management

One of the challenges anticipated is delayed submission of progress reports by the collaborating institutions and working teams. The Project Secretariat will work closely with the organisational teams to ensure timely implementation and reporting. The Project Board will also formulate strict rules and procedures on timeliness that collaborating institutions will abide to.

Since there are a number of collaborating organisations, project implementation may be faced by internal and personal conflicts that have the potential to undermine team spirit. The Project Board will come up rules and guidelines on conflict management that will be followed in case such conflicts emerge.

10. Project Outcome, Results, Activities and Input Matrix

UNDAF Outcome the project will contribute to:

Capacity of selected Government Institutions and Civil Society improved for good governance and realization of Human Rights that lead to reducing geographic, socio- economic and demographic disparities in attainment of Millennium Declaration and Goals by 2014.

Agency Specific Outcome: National and local government planning, budgeting, expenditure, implementation, monitoring and accountability systems and structures prioritize disparity reduction

Indicators

- % of national budgets allocated to most disadvantaged districts/regions including specified districts vulnerable to disasters
- Total government share of PRDP budget / government allocation / allocations expended

PRDP Outcome the project will contribute to:

Strategic Objective 2: Rebuilding and empowering communities seeks to contribute to community recovery and promote an improvement in the conditions and quality of life of displaced persons in camps, completing the return and reintegration of displaced populations, initiating rehabilitation and development activities among other resident communities and ensuring that the vulnerable are protected and served.

Strategic Objective 3: Revitalization of the economy seeks to re-activate the productive sectors within the region, with particular focus on production and marketing, services and industry as well as rehabilitation of critical infrastructure.

Strategic Objective 4: Peace building and reconciliation aims to ensure continuous prevalence of peace in Northern Uganda through increasing access to information by the population, enhancing counseling services, establishment of mechanisms for intra/inter communal and national conflict resolution, strengthening local governance and informal leadership structures and reinforcing the socio-economic reintegration of ex-combatants.

Please include indicators

Project Outcome:

More resources allocated and utilized for delivery of women's rights in recovery, reconstruction and development of Northern Uganda.

Indicators: Increase in budget allocations and expenditures on women and gender related programmes for NURRD

Partnership Strategy:

Collaborative initiative of government institutions, academia and civil society.

Project Title: Gender Budget Project for Northern Uganda Recovery, Reconstruction and Development				
Intended Results	Targets	Indicative Activities	Responsible Partner	Inputs US\$ (sub-total for activity)
<p>1. Capacity of Members of Parliament and district councilors and technocrats for gender responsive budgeting in PRDP built.</p> <p>Indicator:</p> <p>1.1. Number of MPs and DCs that have or lack gender budgeting skills</p> <p>1.2. Training manual developed for MPs on GB</p> <p>1.3. Number of trainers trained on gender equitable budgeting</p> <p>1.4. Number of MPs trained on GB.</p> <p>1.5. Number of DCs</p>	<p>50% of the Members of the selected committees in Parliament, DCs and technocrats in selected districts trained on gender equitable budgeting by end of 2010</p>	<p>1.1. Gender budgeting capacity assessment of MPs and staff of selected committees and of DCs and technical persons in Amuru, Apac, Lamwo and Nebbi districts for 20 working days</p> <ul style="list-style-type: none"> - Facilitate 4 Gender Experts one per a district to undertake the assessment (Accommodation at \$80/day x4expertsx18days=5760, Hire of vehicle including driver and fuel at \$150/dayx4expertsx18days=10800, out of pocket ¹⁴ at \$50/dayx4expertsx18days=3600, communication (telephone and internet) at \$20/dayx4expertsx20days=1,600 - Facilitate 2 Gender experts to undertake the assessment at the national level¹⁵ for 20 working days- Hire of vehicle including driver and fuel at \$100/dayx2peoplex20days=4,000, out of pocket at \$50/dayx2peoplex20days=2,000, communication at \$20/dayx2peoplex20days=800 - Stationery including printing, photocopying, paper, and other related office supplies for the activity at \$800 - Print and disseminate 2000 copies (1,000 copies for the national level- Parliament, Office of Prime Minister, Ministry of Gender, SWGS, Ministry of Finance and 250 	PBO	\$34360

¹⁴ This is meant to cover expenses as meals and some extra work allowance.

¹⁵ This will include Members of selected committees of Parliament and staff, Prime Minister's Office that is mandate to implement the PRDP, Ministry of Finance, Planning and Economic Development.

		<p>1.4. 2 trainings on gender budgeting for MPs and staff of Parliament for 3 days (36 people per workshop) - Full Board for participants ¹⁷ (36peoplex\$100¹⁸x3¹⁹x2times=21600 -Transport at an average of \$50 ²⁰ per pax=36peoplex\$50x2times=3600 -Stationery and other supplies for the training at \$30 per pax=36peoplex\$30x2times=2160 -Facilitators' fees=2facilitatorsx\$200x3daysx2times=2,400 -Conference facilities (venues, public address system, projector) at \$200 per day= 3daysx\$200x2times= 1,200 -TV coverage for prime news at \$150x2times=300²¹ -Communication- post and telephone costs (air time)for the organizers at \$50 per day=3x50x2=300 - Transport for the organizers during the training - vehicle hire including fuel for 3 days at \$100 per day: 3daysx\$100x2times=600 - Rapportuer at \$200 per 5 days including 2 days finalizing the report:\$200x5days=1,000</p> <p>1.5. 4 trainings (one per district) on gender budgeting for district councilors and technocrats for 3 days - Full Board ²² for participants (30peoplex\$80²³x3²⁴x4districts= 28,800</p>	<p>PBO</p> <p>SWGS</p>	<p>\$31160</p> <p>\$45,000</p>
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¹⁷ The participants will be coming from their respective constituents, not Kampala. Some of the trainees stay in Kampala but for effective participation, we need to accommodate them in places distant from their offices.

¹⁸ This is the average cost of reasonable hotels in Kampala.

¹⁹ Participants will be expected to report one night prior the start of the workshop thus 3 nights.

²⁰ Members of Parliament will be expected to travel to and from their respective constituencies – MPs are not based in Kampala.

²¹ This money will be paid to the television company to broadcast the programme.

²² The DCs come from sub-counties within the districts, distant from the district headquarters and therefore need to be accommodated for effective participation.

		<ul style="list-style-type: none"> -Transport at an average of \$30 per pax=30peoplex\$30x4districts=3,600 -Stationery and other supplies for the training at \$800 -Facilitators' fees=2facilitatorsx\$200x3daysx4districts=4,800 -Conference facilities (venue, projector, PAS) at \$100 per day= 3daysx\$100x4districts= 1,200 -Communication- post and telephone costs (air time) for the organizers at \$50 per day for 3 days=3daysx\$50x4districts=600 - Transport for the organizers during the trainings - vehicle hire including fuel for 3 days at \$100 per day: 3daysx\$100x4districts=1,200 - Rapportuer at \$200 per 5 days including 2 days finalizing the report:\$200x5daysx4districts=4,000 		
<p>2. The evidence base is strengthened for gender equality and women's empowerment in NURRD through research and knowledge</p> <p>Indicator:</p>	<p>Research findings and related information on gender and resource allocation under the PRDP programmes</p>	<p>2.1. Undertake a gender disaggregated public expenditure incidence analysis of on-going PRDP programmes in 4 selected districts including detailed gender analysis of district strategic plans and budgets for Amuru, Apac, Lamwo and Nebbi Districts for 20 working days</p> <ul style="list-style-type: none"> - Facilitate 4 Gender Experts one per district to undertake the analysis (Accommodation at \$80x4districtsx20days=6,400, Hire of vehicle including 	MGLSD	\$29,800

²³ An average cost for reasonable upcountry hotels.

²⁴ The participants will report a night prior to the start of the workshop thus making them three nights.

<p>2.1. Number of projects and programmes and amount of resources benefiting women and men in the 4 districts</p> <p>2.2. Level of accountability to gender equality in districts policies and budgets</p> <p>2.3. Number of DCs referring to the gender budget briefs during budget discussions</p> <p>2.4. Level of participation of the policy makers and implementers at the dialogues</p>	<p>disseminated to all MPs, DCs, Prime Minister's Office, Ministry of Finance, MGLSD, WTF and other CSOs</p> <p>Data and information on gender budgeting distributed all MPs and other policy makers</p>	<p>driver and fuel at \$150x4districtsx20days=12,000, out of pocket²⁵ at \$50x4districtsx20days=4,000, communication at \$20x4districtsx20days=1,600</p> <ul style="list-style-type: none"> - Stationery including printing, photocopying, paper, and other related office supplies for the activity at \$800 - Print and disseminate 2,000 copies (500 copies for the national level- Parliament, Office of Prime Minister, Ministry of Gender, SWGS, Ministry of Finance and 1500 copies at the district) at \$5,000 <p>2.2. Hold 4 policy dialogues one per district for 150 pax Conference facilities (venue, projector and PAS) at \$200=:200x4times=800</p> <ul style="list-style-type: none"> -Transport for organizers from Kampala to the respective districts- vehicle hire including driver and fuel at \$150 per day for 2 days²⁶: \$150x2daysx4districts=1,200 -Full Board for 2 organizers (2organizersx\$80x2daysx4districts= 1,280 -Stationery and other supplies for the activity at \$800 - Out of pocket ²⁷ at \$50 per day\$ 2organizers?x\$50x2days=200 - Rapportuer at \$200 for 2 days including 1 days finalizing the report =\$200x2days=400 - Communication-post and telephone costs (airtime) for organizers at \$100x4=400 	<p>MGLSD</p>	<p>\$5,080</p>
<p>3. Improved capacity of gender activists on</p>		<p>3.1. Organise a 4 days gender budgeting training for Members</p>		

²⁵ This is meant to cover expenses such as meals, and extra work allowance.

²⁶ Including one day of travel

²⁷ Same as in footnote 16.

<p>gender responsive budgeting.</p> <p>Indicators</p> <p>3.1. Number of women activist trained on gender budgeting and participating in their respective district budget processes</p> <p>3.2. Level of participation of the policy makers, policy implementers, women activist at the Forum</p>	<p>40 members of WTF and other women activists trained on gender budgeting</p>	<p>of the WTF and other women activists implementing programmes in Amuru, Apac, Lamwo and Nebbi for 40 pax (10 per district)</p> <ul style="list-style-type: none"> -Full Board for participants (40peoplex\$80x4²⁸ days): 12,800 -Transport at an average of \$30 per pax:40people x\$30=1,200 - Stationery and other supplies for the activity at \$800 - Rapportuer at \$200 for 6 days including 2 days finalizing the report =\$200x6days=1,200 - Communication- post and telephone costs(airtime) for organizers at \$100x4days=400 -Out of pocket ²⁹ for organizers at \$50 per day=\$50x2organizersx4days=400 -Facilitators' fees=2facilitatorsx\$200x4days=1,600 -Conference facilities (venue, projector, PAS) at \$100 per day: 4daysx\$100= 400 -Transport for the organizers during the trainings - vehicle hire including fuel for 4 days at \$150 per day= 4daysx\$150=600 -Support 10 women activists per district to participate during the district budget process- attend the district budget conference and at least 3 departmental budget meetings (non-residential)-transport at an average of \$25 per meeting- 10women activistsx4districtsx4meetings x25=4,000 <p>3.2 Collaborate with international and national experts on gender budgeting through exchange of information, materials.</p>	<p>DELTA</p>	<p>\$23,400</p>
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²⁸ Participants will report on the evening prior to the workshop and spend a night thus making them 4 nights in total.

²⁹ This is meant cover expenses such as meals and extra work allowance.

<p>4. Technical support to Committees of Parliament and districts on gender budgeting.</p> <p>Indicators:</p> <p>4.1. Experts assigned to Parliamentary committees</p> <p>4.2. Level of accountability to gender equality in sectoral policies and budgets</p>	<p>Gender Experts attached to selected Committees of Parliament and providing support on gender equitable budgeting</p>	<p>4.1. Facilitate 4 gender experts (in terms of transport, communication) to attend selected standing and sessional committee³⁰ meetings and provide support on gender equitable budgeting – attend at least 5 meetings per committee- $4 \text{ experts} \times 5 \text{ meetings} \times 7 \text{ committees} \times \\$40 = 5,600$</p> <p>4.2. Gender analysis of policy and budget documents submitted by ministries and other government agencies to the selected standing and sessional committees at \$500 per policy/budget document – $\\$500 \times 10 \text{ policy documents} = 5,000$</p> <p>-Stationery and other supplies for the activity at \$800</p>	<p>PBO</p>	<p>\$11,400</p>
<p>5. Effective Project Management</p> <p>Indicators:</p> <p>5.1. Regular Project Board meetings,</p> <p>5.2. Monthly Team meetings</p> <p>5.3. Timely implementation of the project.</p>	<p>Produce and submit quarterly and annual reports</p>	<p>5.1. Project overheads (a full time national Coordinator- \$$2,200 \times 12 \text{ months} = 26,400$, Office Project Assistant- $\\$900 \times 12 = 10,800$ Stationery costs at \$100 per month= $12 \times 100 = 1,200$</p> <p>5.2. 4 Project Board Management meetings</p> <p>5.3 Monthly Team meetings-</p>	<p>Project Board</p> <p>Project Board</p> <p>MGLSD, PBO, SWGS +DELTA</p>	<p>\$38,400</p>

³⁰ These are seven committees- 3 standing committees and 4 sessional committees.

Sub-Total				249,600
Terminal Evaluation				3,040
Auditing				2,240
Sub Total				254,880
UNDP GMS (7%)				17,841.6
Grand Total				272, 721.6

10. Annual Work Plan

Year: 2010

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in US \$
<p>Output 1: Capacity of Members of Parliament and district councilors and technocrats for gender responsive budgeting in PRDP built.</p> <p>Indicator:</p> <p>1.1. Number of MPs and DCs that have or lack gender budgeting skills</p> <p>1.2. Training manual developed for MPs on GB</p> <p>1.3. Number of trainers trained on gender equitable budgeting</p> <p>1.4. Number of MPs trained on GB</p> <p>1.5. Number of DCs and technocrats trained on GB</p>	<p>1. Gender budgeting capacity assessment of MPs and staff of selected committees and of DCs and technical persons in Amuru, Apac, Lamwo and Nebbi districts</p> <p>2. Develop a training manual on gender budgeting for Parliament</p> <p>3. Undertake TOT</p> <p>4. Gender budgeting training for MPs and staff of Parliament</p> <p>5. District gender budgeting training for district councilors</p>					<p>PBO</p> <p>SWGS</p> <p>DELTA PBO</p> <p>DELTA</p>	<p>Partnership Fund (32045)</p>	<p>Contract (see annex 3 for TORs)</p> <p>Contract (see annex 4 for TORs)</p> <p>Travel and supplies</p> <p>Travel,</p>	<p>141,520</p>

<p>Target: 50% of the Members of the selected committees in Parliament, DCs and technocrats in selected districts trained on gender equitable budgeting by end of 2010</p> <p>Related CP Outcome:</p>	<p>and technocrats.</p>							<p>supplies</p>	
<p>Output 2: The evidence base is strengthened for gender equality and women's empowerment in NURRD through research and knowledge</p> <p><i>Baseline: Advocacy for a gender responsive PRDP has not yet tackled budget related issues</i></p> <p><i>Indicators:</i></p>	<p>2.1. Undertake a gender disaggregated public expenditure incidence analysis of on-going recovery and development programmes in Amuru, Apac, Lamwo and Nebbi</p> <p>2.2. Hold 4 policy dialogues one per district</p>				<p>SWGS</p> <p>MGLSD</p>	<p>Partnership Fund (32045)</p>	<p>Contract (see annex 5 for TORs)</p> <p>Contract</p>	<p>34,880</p>	

<p>2.1. Number of projects and <i>programmes and amount</i> of resources benefiting women and men in NU</p> <p>2.2. Level of participation of the policy makers and implementers at the dialogues</p> <p>Target: Research findings and related information on gender and resource allocation under the PRDP programmes disseminated to all MPs, DCs, Prime Minister's Office, Ministry of Finance, MGLSD, WTF and other CSOs</p> <p><i>Related CP outcome:-</i></p>														
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<p>Output 3: Improved capacity of gender activists on gender responsive budgeting</p> <p>Indicators</p> <p>3.1. Number of women activist trained on gender budgeting and participating in their respective district budget processes</p> <p>3.2. Level of exchange of information and tools on gender equitable budgeting</p> <p><i>Related CP outcome:</i></p>	<p>3.1. Organise a comprehensive gender budgeting training for Members of the WTF and other women activists implementing programmes in Amuru, Apac, Lamwo and Nebbi</p> <p>3.2. Collaborate with international and national experts on gender budgeting through exchange of information, materials</p>				<p>SWGS</p> <p>All collaborating parties</p>	<p>Partnership Fund (32045)</p>	<p>Travel and supplies</p> <p>Supplies</p> <p>-</p>	<p>23,400</p>
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<p>Output 4: Technical support to Committees of Parliament and districts on gender budgeting.</p> <p><i>Baseline: Committees of Parliament have not been supported in terms of gender equitable resource allocation</i></p> <p><i>Indicators:</i> 4.1. Experts assigned to Parliamentary standing and sessional committees, 4.2. Level of accountability to gender equality in sectoral policies and budgets</p> <p><i>Related CP outcome:</i></p>	<p>4.1. Gender budgeting technical support to selected standing and sessional committee</p> <p>4.2. Gender analysis of policy and budget documents submitted by ministries and other government agencies to selected standing and sessional committees</p>					PBO	Partnership Fund (32045)	Travel Personnel	11,400
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<p>Output 5: Effective Project Management <i>Baseline:</i></p> <p><i>Indicators:</i> 5.1. Regular Project Board meetings, 5.2. Monthly Team meetings 5.3. Timely implementation of the project</p> <p>Target: <i>Timely quarterly and annual reports</i></p> <p><i>Related CP outcome:</i></p>	<p>5.1. Project overheads</p> <p>5.2. Project Board meetings</p> <p>5.3. Monthly team meetings</p>						Partnership Fund (32045)	Personnel (see annex 6 for coordinator's TORs) Travel and supplies	38,400
Terminal evaluation									3,040
Auditing									2,240
Sub-Total									254,880
UNDP GMS									17,841.6
Grand Total									272,721.6

Annex 2: WTF recommendations for a gender responsive PRDP

Strategic Objective 1: Consolidation of State Authority		
Programme	Specific Recommendations	Strategies
1. Facilitation of peace agreement initiatives	1.1. Women's meaningful representation in all peace building structures and processes at all levels so that they can influence the outcomes of the peace initiatives	<ul style="list-style-type: none"> • Lobby for women's critical mass (50%) representation in all peace building structures and processes • Enhance women's voices, visibility and collective organising power by strengthening and setting up networks and coalitions • Recognise, report and disseminate information on peace building initiatives by women
	1.2. Carry out peace training for women and men engaged in peace agreement initiatives to enhance their capacity for gender sensitive peace building, arbitration, negotiation and conflict resolution.	<ul style="list-style-type: none"> • Engage women's organisations already working in the sector as trainers and trainees • Develop a gender sensitive peace training manual
2. Police enhancement	2.1. Uganda Police Force (UPF) should develop a woman-friendly and gender sensitive environment	<ul style="list-style-type: none"> • Recruitment of more female police officers. • Recruitment of medical doctors with improved contract terms and assisted by clinical officers • Develop a decentralised system to allow clinical officers deal with SGBV. • Sensitize women on women's rights and police responsibilities. • Create a victim-friendly police unit to deal immediately with reports of SGBV • Link police, judicial and health sector responses to SGBV through the victim friendly unit
	2.2. Police capacity to respond effectively to the specific needs of women and girls and to protect women's rights should be strengthened	<ul style="list-style-type: none"> • Train all UPF personnel in gender awareness, SGBV and women's rights. • Institutionalise gender equality, peace and women's rights within the police curricula • Lobby for the involvement of women's organisations in police

		<p>training.</p> <ul style="list-style-type: none"> • Develop a community-based monitoring system for police activities.
3. Judicial service enhancement	3.1. Bills/laws should be revised, passed or enacted to protect and promote women's rights to eliminate SGBV	<ul style="list-style-type: none"> • CSOs and human rights advocacy institutions to lobby the Government to pass bills/laws that protect women, especially against SGBV. • CSOs to raise political awareness and consciousness on gender equality and women's rights for traditional, religious and community leaders • Forge alliances between women's organisations and lawmakers for the formulation of more gender sensitive laws and policies • Advocate for the practical application of the laws that exist and the new ones once passed
	3.2. Gender sensitive and victim-friendly judicial services should be established	<ul style="list-style-type: none"> • Train all judiciary personnel and traditional court officers on gender sensitive and victim- friendly techniques • Design a gender equality and women's rights curriculum for judicial law learning centres • Conduct legal literacy programmes for all communities, especially women, with emphasis on land rights, women's rights, gender equality and SGBV • Advocate for better funding for judicial services to cover training, remuneration and equipment • Set up victim-friendly courts and legal aid services at community and district level • Set up a clear complaints system in the event of unsatisfactory service, with clear feedback structures to the complaint • Develop a community-based monitoring system for judicial services
4. Prisons service enhancement	4.1. Appropriately trained staff and adequate detention facilities and living conditions for women, breastfeeding	<ul style="list-style-type: none"> • Refurbish and expand detention facilities for a safe and healthy environment for female inmates • Provide separate facilities for male and female prisoners.

	<p>mothers and female juveniles should be provided.</p>	<ul style="list-style-type: none"> • Increase proportion of female prison officers. • Cater for basic gynaecological needs. • Provide counseling and skills training to ensure female prisoners are empowered emotionally and socially to face life outside prison
	<p>4.2. Gender, peace and women's rights issues should be institutionalised within the prison service curricula</p>	<ul style="list-style-type: none"> • Educate and train all male and female prison personnel and inmates on women's rights, SGBV • Include skills in appropriate procedures of handling female prisoners and their children in prison officers' training • Involve women's organisations in enrichment of curriculum for prison officers' training • Create an inmate-based monitoring system for prison conditions and a clear complaints system
<p>5. Rationalization of auxiliary forces (AUF)</p>	<p>5.1. AUF should develop a woman-friendly and gender sensitive environment</p>	<ul style="list-style-type: none"> • Develop training curricula for AUF that focuses on roles and responsibilities from a human rights approach in context of the national, regional and international human rights commitments • Develop clear criteria for deployment and recruitment of AUF. Emphasis should be on female recruits in future in order to address the existing imbalances. • Establish gender sensitive procedure and facilities for recruitment, training and accommodation of female AUF • Establish clear reporting mechanisms for SGBV cases perpetrated by and within AUF • Establish a community-based monitoring mechanism for AUF activities
	<p>5.2. Reintegrate female demobilised AUF.</p>	<ul style="list-style-type: none"> • Provide reorientation and training to enable them to fit into society. • Provide material and financial support for them to start sustainable projects • Provide further training if they wish to join the UPF. • Discharge them in a public ceremony within their districts with

		award certificates to acknowledge their contribution
6. Local Government enhancement	6.1. Strengthen the planning structures at the various levels of local governments to enhance meaningful responses to the needs of women	<ul style="list-style-type: none"> • Train local authorities and officials, and specifically gender officers, at district and sub-county levels in gender sensitive planning and budgeting • Increase proportion of female technical staff. • Create and fill posts for gender officers where this has not been done. • Develop and provide clear guidelines and tools for gender responsive planning, implementation and monitoring and evaluation • Increase space for women on the planning structures at all levels of local government
	6.2. Strengthen the capacity of women for effective participation in leadership and decision-making at the LG	<ul style="list-style-type: none"> • Recognise women’s rights to access land through the Land Bill/Act. • Government should hold clan heads accountable for protection of land rights of women in order to reduce land grabbing • Ensure systematic monitoring and evaluation of land distribution, and documentation

Strategic Objective 2: Rebuilding and empowering communities		
7. Humanitarian assistance	7.1. Humanitarian assistance interventions should cater for security and protection needs, livelihood roles and control over resources of women and vulnerable groups	<p>Design humanitarian assistance interventions that explicitly account for gender differences in needs and the specific needs,</p> <p>Train personnel involved in humanitarian assistance on the rights and needs of women and vulnerable groups</p> <p>Strengthen women’s organisations at community level to ensure women’s voice and participation in humanitarian assistance interventions</p> <p>Address SGBV concerns and women’s protection needs in every context.</p>

	7.2. Humanitarian assistance should prioritise access to land for women and girls	<ul style="list-style-type: none"> • Develop clear guidelines on land distribution. • Include women (trained and politicised in gender sensitivity) in land distribution committees • Provide land for women headed households. • Ensure systematic monitoring and evaluation of land distribution
8. Return and resettlement of IDPs	8.1. Special consideration should be given to the needs of women during the return and resettlement process	<ul style="list-style-type: none"> • Set up resettlement committees with clear terms of reference that address the needs of women • Involve traditional institutions in resettlement of children and women rejected by their families or who do not know their families • Ensure that resettlement and rehabilitation of livelihoods run concurrently • Provide land and livestock to widows, female and child heads of households • Address SGBV concerns and protection needs during the return and resettlement process • Make it the responsibility of the traditional institutions to resettle women who remain in camps or were abducted • Provide support mechanisms and health care for women with disabilities and women living with HIV/AIDS.
	8.2. Ensure gender equity in access to and ownership of land	<ul style="list-style-type: none"> • Recognise women's rights to access land through the Land Bill/Act. • Government should hold clan heads accountable for protection of land rights of women in order to reduce land grabbing • Ensure systematic monitoring and evaluation of land distribution, and documentation
9. Community empowerment and development	9.1. Ensure a conducive learning environment at school for girl students.	<ul style="list-style-type: none"> • Sensitize teaching staff, especially female teachers, on SGBV and girls' rights • Increase proportion of senior women teachers and provide them with appropriate accommodation

		<ul style="list-style-type: none"> • Train female teachers as counsellors, especially for former abducted girls • Provide a girl-friendly counselling space. • Establish/reinforce girls' clubs to facilitate/support girls' empowerment, attaching female role models and using motivational speeches • Sensitise parents on the importance of girl child education, especially for those raped during war that have children
	9.2. Provide alternative education/training for female school dropouts, with special attention to child mothers	<ul style="list-style-type: none"> • Launch and maintain Functional Adult Literacy (FAL) programmes and skills training for girls out of school • Teach girls and women more than basic literacy: entrepreneurship, gender equality, human rights, peace education... for long term sustainable and self sustenance. • Attach female entrepreneurs' role models to vocational training centres and use motivational speeches

Annex 3: Terms of References

Annex 3.1. Undertaking a Gender Budgeting Capacity Assessment for Members of Parliament and District Councilors from Amuru, Apac, Lamwo and Nebbi Districts

Draft Terms of Reference for National Gender Experts

Duration: Twenty working days for MPs and eighteen working days for the District Councillors

Remuneration: to be determined (US \$ 200 per day budgeted)

Background

The Parliamentary Budget Office in partnership with the Ministry of Gender, Labour and Social Development, School of Women and Gender Studies and Development Alternatives is preparing to implement a Gender Budget Project for Northern Uganda Recovery, Reconstruction and Development. The Project which is supported by the United Nations Development Programme (UNDP) aims at building the capacity of policy makers to develop and implement PRDP related programmes and budgets that address women and men's needs more equitably as well strengthen women's voice in demanding accountability on their human rights from leaders.

The Collaborating Partners under the leadership of the Parliamentary Budget Office would like to undertake a gender budgeting capacity assessment as one of the preparatory interventions under the project. The overall aim is to assess the existing gender budgeting capacity among Members of Parliament (MPs) and District Councillors (DCS), establish the capacity gaps and areas of training that need to be emphasized during the implementation of this project. The results of the assessment will inform the development of a training manual on gender budgeting for MPs and DCs.

These terms of reference will define the duties and responsibilities of the national experts.

The National Experts will undertake the Gender Budgeting Capacity Assessment for MPs and the DCs. They will report to PBO. The specific duties will be to:

- Review relevant documents and prepare the tools for the assessment,
- Conduct interviews with the MPs and Staff of Parliament, DCs and district technocrats on the existing capacity for gender equitable budgeting, gaps and identify areas for future training
- Prepare a detailed report on the existing capacity, gaps and areas that need to be emphasized in the proposed training manual on gender budgeting,
- Define the scope of the proposed gender budgeting training manual,
- Participate in a findings dissemination meeting with MPs, DCs and gender activist.

Qualifications and Requirements

- Post graduate degree in one of the following areas: economics, development studies, women and gender studies,
- Knowledge and wide experience of gender budgeting especially gender budget related research,
- Work experience with Parliament, District Councils, experience in Northern Uganda will be added advantage,
- Excellent writing/reporting skills
- Proficiency in English

Annex 3.2: Development of a Gender Budgeting Training Manual for Parliament and Districts

Draft Terms of Reference for National Gender Experts

Duration: **Twenty working days**

Remuneration: **to be determined (US \$ 200 per day budgeted)**

Background

The Parliamentary Budget Office in partnership with the Ministry of Gender, Labour and Social Development, School of Women and Gender Studies and Development Alternatives is implementing a Gender Budget Project for Northern Uganda Recovery, Reconstruction and Development. The Project which is supported by the United Nations Development Programme (UNDP) aims at building the capacity of policy makers to develop and implement PRDP related programmes and budgets that address women and men's needs more equitably as well strengthen women's voice in demanding accountability on their human rights from leaders.

The Collaborating Partners under the leadership of the S School of Women and Gender Studies (SWGS), Makerere University would like to develop a gender budgeting training manual for Parliament and District Councils. This particular training manual is one of the key deliverables under the Gender Budget Project. It is a follow-up of the gender budgeting capacity needs assessment that has been undertaken in Parliament and among district councillors from Amuru, Apac, Lamwo and Nebbi Districts.

These terms of reference will define the duties and responsibilities of the national experts.

The SWGS is seeking two National Experts to develop the Gender Budgeting training manual. They will report to Head of Department. The specific duties will be to:

- Review relevant documents in particular the gender budgeting capacity assessment report, other gender budgeting training manuals and reports, rules and procedures of Parliament, literature on the national budget process, PRDP policy documents/reports, and other training tools for Parliament and District Councils among others,

- Through discussions with the collaborating partners, redefine the scope of the training manual as proposed in gender budgeting capacity assessment report,
- Prepare the content of the key topics including procedures, notes for trainers and handouts.
- Present the draft training manual to the Project Executive Board for comments,
- Incorporate comments and submit final gender budgeting training manual.

Qualifications and Requirements

- Post graduate degree in one of the following areas: economics, development studies, women and gender studies,
- Knowledge and wide experience in development of training material especially gender budget related training,
- Work experience with Parliament, District Councils, experience in Northern Uganda will be added advantage,
- Excellent writing/reporting skills
- Proficiency in English

Annex 3.3: Terms of Reference for undertaking a gender disaggregated public expenditure incidence analysis of PRDP programmes

Draft Terms of Reference for National Gender Experts

Duration: **Twenty working days**

Remuneration: **to be determined (US \$ 200 per day budgeted)**

Background

The Parliamentary Budget Office in partnership with the Ministry of Gender, Labour and Social Development, School of Women and Gender Studies and Development Alternatives is implementing a Gender Budget Project for Northern Uganda Recovery, Reconstruction and Development. The Project which is supported by the United Nations Development Programme (UNDP) aims at building the capacity of policy makers to develop and implement PRDP related programmes and budgets that address women and men's needs more equitably as well strengthen women's voice in demanding accountability on their human rights from leaders.

The Collaborating Partners under the leadership of the School of Women and Gender Studies, Makerere University would like to undertake a gender disaggregated public expenditure incidence analysis of PRDP programmes. The findings of this analysis will be widely shared with policy makers and implementers as a basis for advocating for gender equity in resource allocation and utilisation in PRDP implementation.

These terms of reference will define the duties and responsibilities of the national experts.

SWGS is seeking four National Experts to undertake the gender disaggregated public expenditure incidence analysis in four districts. Each of the National Expert will be responsible for one district of Northern Uganda namely; Amuru, Apac, Lamwo and Nebbi. The National Experts will report to the Head of Department of Women and Gender Studies.

The specific duties will be to:

- Review policy documents on PRDP, performance reports on PRDP programmes and projects, district strategic plans and reports, budget reports on the PRDP by government and development partners, documents on the socio-economic status of Northern Uganda by the National Bureau of Statistics, reports by members of WTF for a gender responsive PRDP among others.
- Undertake field visits to selected PRDP programmes/projects at the district and community levels to assess the actual benefits of the projects to women, men, girls and boys,
- Hold interviews/discussions with members of the community benefiting from the selected projects,
- Capture primary data and information on beneficiaries of the projects and their impact on women and men, girls and boys,
- Prepare a report, in two versions- a detailed report and a summarized report on the actual benefits and impact of PRDP projects on women and men, girls and boys,
- Cost the implementation of some of the WTF recommended interventions for a gender responsive PRDP
- Participate in the advocacy events during which the findings and recommendations of the analysis will be presented to Parliament and selected districts.

Qualifications and Requirements

- Post graduate degree in one of the following areas: economics, development studies, women and gender studies,
- Good understanding of the PRDP programmes,
- Knowledge and wide experience in gender budget related research,
- Excellent writing/reporting skills
- Proficiency in English. Proficiency in indigenous languages of Northern Uganda is a definite advantage.

Annex 3.4: Terms of Reference for the Project Coordinator

Duration: One Year

Remuneration: to be determined (US \$ 2,200 per month budgeted)

Background:

The Parliamentary Budget Office in partnership with the Ministry of Gender, Labour and Social Development, School of Women and Gender Studies and Development Alternatives is preparing to implement a Gender Budget Project for Northern Uganda Recovery, Reconstruction and Development. The Project which is supported by the United Nations Development Programme (UNDP) aims at building the capacity of policy makers to develop and implement PRDP related programmes and budgets that address women and men's needs more equitably as well strengthen women's voice in demanding accountability on their human rights from leaders.

The PBO would like to hire a Project Coordinator who will be responsible for the implementation of the project.

These terms of reference will define the duties and responsibilities of the Project Coordinator.

Duties and Responsibilities

The Project Coordinator will work with the PBO in all aspects of the implementation of the project. She/he will be the head of the project secretariat. She/he will be technically supervising the work of the working teams and national experts who will be contracted to undertake the different activities under the project. She/he will report to the PBO. Her/his specific duties will be to:

- Prepare and submit quarterly work plans to the PBO for discussion and approval,
- Prepare and submit quarterly and annual progress reports to the PBO,
- Draw terms of reference and supervise the national gender experts contracted to undertake specific project activities,
- Work directly with the Working Teams to ensure timely implementation of the project activities including monitoring progress,
- Follow-up national and districts budget processes and ensure appropriate projects interventions,
- Prepare for quarterly meetings for the implementing teams,
- Represent the Project objectives in district, national and international fora and ensure effective communication with all project stakeholders,

- Monitor working teams to ensure that the implementation of the project activities is on track.
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Qualifications and Requirements

- Post graduate degree in one of the following areas: economics, development studies, women and gender studies,
- Good understanding of the PRDP programmes,
- Knowledge and wide experience in gender budget related research, training, development of programmes/plans and advocacy
- Experience of working with regional and international institutions,
- Ability to facilitate team work, to work unsupervised, to organize workload, set priorities and meet deadlines
- Attentive to detail with a desire to achieve work objectives
- Mature personality, integrity and tolerance of diverse cultures and political opinions.
- Excellent writing/reporting skills
- Proficiency in English.

Annex 3.5: Terms of Reference for the Project Assistant

Duration: One Year

Remuneration: to be determined (US \$ 900 per month budgeted)

Background:

The Parliamentary Budget Office in partnership with the Ministry of Gender, Labour and Social Development, School of Women and Gender Studies and Development Alternatives is preparing to implement a Gender Budget Project for Northern Uganda Recovery, Reconstruction and Development. The Project which is supported by the United Nations Development Programme (UNDP) aims at building the capacity of policy makers to develop and implement PRDP related programmes and budgets that address women and men's needs more equitably as well strengthen women's voice in demanding accountability on their human rights from leaders.

The PBO would like to hire a Project Assistant who will assist the project coordinator during the implementation of the project.

These terms of reference will define the duties and responsibilities of the Project Assistant.

Duties and Responsibilities

The Project Assistant will work closely with the Project coordinator in all aspects of the implementation of the project. She/he will report to the Project coordinator. The Project Assistant will assist the Project coordinator in:

- Providing administrative and logistical support to national gender experts contracted to undertake specific project activities,
- Follow-up national and districts budget processes and ensuring appropriate projects interventions,
- Preparing for quarterly meetings of the implementing teams,
- Do any other project activities assigned by the Project Coordinator.

Qualifications and Requirements

- Diploma in secretarial studies,
- Experience of working with national institutions,

- Ability to facilitate team work, to work unsupervised, to organize workload, set priorities and meet deadlines
- Attentive to detail with a desire to achieve work objectives
- Mature personality, integrity and tolerance of diverse cultures and political opinions.
- Excellent writing/reporting skills
- Proficiency in English.