THE REPUBLIC OF UGANDA

DECENT WORK COUNTRY PROGRAMME, 2025/26-2029/30

May 2025

OVERVIEW OF THE PROGRAM

Programme Title	**Third Decent Work Country Programme (2024/25-2029/30)**		
Programme Goal	**To attain a workplace with favourable working conditions for all**		
Funding	**Total Funding Requirements USD 67.96m**		**Available Funds USD 1.84m**
GoU	**30%**	**Budgetary Provisions from MoFPED**	
GoU	**10%**	**Programme Based support to MDAs**	
Tripartite Plus (Employers, Workers Organisation, CSOs)	**20%**		
ILO	**30%**	**Programme and Budget Support for Biennium (2024-2025, 2026-2027)**	
UN Organisations	**10%**	**Implementation of UNSDF (2023-2025)**	
Total	**100%**		

Foreword

As we embark on the implementation of the third Decent Work Country Programme (DWCP III) for Uganda, we recognize the critical role that social and economic development play in shaping the future of our nation. This programme represents a renewed commitment to promoting decent work, social justice, and economic growth in Uganda. It offers tripartite-plus partners in Uganda with an opportunity, through an integrated and collaborative framework, to promote decent work as a key component of the country's national development agenda.

The DWCP III builds upon the successes and lessons learned from the previous programmes, with a focus on addressing the emerging challenges and opportunities in Uganda's labour market. Through a collaborative effort between the government, employers' and workers' organizations, and other stakeholders, we aim to create a more inclusive and sustainable development path that benefits all segments of society.

This programme's three strategic priority areas of shared prosperity in a healthy environment; human wellbeing and resilience; and social dialogue and tripartism, are aligned to national, regional and global development frameworks including the MGLSD Strategic Plan (2020/21-2024/25), the National Resistance Movement (NRM) Manifesto (2021-2026), Uganda's third and fourth National Development Plan (NDP III, 2020/21-2024/25 and NDP IV, 2025/26 - 2029/30), the Uganda Vision 2040, the United Nations Sustainable Development Cooperation Framework for Uganda (UNSDCF, 2021-2025) and the Sustainable Development Goals. By working together, we can create a more prosperous and equitable society where every Ugandan has access to decent work opportunities and a dignified life.

We acknowledge the support and cooperation of the International Labour Organization (ILO) and other development partners in the development and implementation of the DWCP III. Their expertise and resources have been invaluable in shaping this programme and will continue to be essential in its successful implementation. Appreciation is also extended to the tripartite plus partners who have made very valuable input into the development of this document and from whom joint resourcing for implementation of this programme is hinged.

As we move forward, we are committed to ensuring that the DWCP III is implemented, regularly monitored and evaluated in a manner that is responsive to the needs of all Ugandans. We look forward to working with all stakeholders to achieve the country's priorities and the programme's objectives and create a brighter future for Uganda.

Amongi Betty Ongom (MP)
Hon. Minister for Gender, Labour and Social Development
Government of Uganda

STATEMENT FROM NOTU AND COFTU

On behalf of the National Organisation of Trade Unions (NOTU) and Central Organisation of Free Trade Unions (COFTU) and the Labour Union Federations in Uganda, we are honored to affirm our commitment to engaging workers as social partners in the formulation of the Decent Work Country Programme III (DWCP III). We extend our sincere gratitude to the International Labour Organisation (ILO), the Federation of Uganda Employers (FUE), the Government of Uganda—particularly the Ministry of Gender, Labour and Social Development—and all stakeholders for their significant contributions to this strategic initiative.

DWCP III establishes a framework for balancing the interests of workers and stakeholders while fostering consensus in line with the ILO Decent Work Agenda through effective social dialogue. Its focus on promoting jobs, safeguarding workers' rights, extending social protection, and enhancing social dialogue is critical to advancing sustainable development. Decent Work embodies the principle that work is essential for personal dignity, family stability, community peace, and democracy, creating conditions for economic growth and productive jobs. Without decent work, sustainable economic development is unattainable. It encompasses secure employment, safe working conditions, equity, social protection, and labor market security.

Labour plays a pivotal role in national transformation and economic growth. The implementation of DWCP III presents a significant opportunity to empower labour unions in advocating for workers' economic and social interests. By organizing workers into strong unions, we can promote skills development, enhance workplace relations, and improve worker welfare, cultivating a new generation of values-driven leaders.

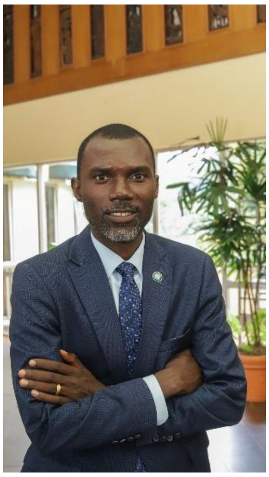
To address the challenges in Uganda's capital and labour markets, the labour movement must strengthen partnerships with relevant stakeholders, optimizing labour's contribution to national development.

We are confident that DWCP III will address key gaps identified in previous programmes. The labour union fraternity pledges its unwavering support for the successful implementation of this initiative and calls on all partners to create an enabling environment for its realization.

Solidarity for ever

Richard Bigirwa
SECRETARY GENERAL, NOTU

Dr. Sam Lyomoki
SECRETARY GENERAL, COFTU



STATEMENT FROM FUE

The third Decent Work Country Programme (DWCPIII), offers tripartite-plus partners in Uganda with an opportunity, through an integrated and collaborative framework, to promote decent work as a key component of the country's national development strategy. The programme's country-specific approach ensures that the interventions are tailored to the unique needs and priorities of each country.

DWCP III for Uganda builds on the successes and lessons learned from the previous programmes. The first generation DWCP implemented in 2006–2012, and the second generation DWCP implemented in 2013–2017 which focused on improved labour administration and adherence to fundamental rights and labour standards; promotion of youth employment; and improved social protection for formal and informal sector workers contributed significantly to the country's efforts in promoting decent work and social dialogue including fostering tripartite collaboration between the government, employers and workers, and in achieving national development goals.

The overarching objective of DWCP III 2025/26–2029/30 is promoting productive, inclusive and sustainable employment and livelihood opportunities for all in Uganda; And the three strategic priority areas that the programme will focus on includes shared prosperity in a healthy environment; human wellbeing and resilience; and social dialogue and tripartism. These priority areas and the objective of the programme are consistent with the country's strategic priorities as outlined in the *Uganda Vision 2040 as* well as being well aligned with the regional and global development framework, particularly the United Nations Sustainable Development Goals (SDGs).

Similarly, the DWCP III 2025/26-2029/30 is in line with the Federation of Uganda Employers (FUE)'s Strategic Plan which seeks to position FUE as a strong, vibrant and versatile employers' body capable of effectively engaging in social dialogue, policy advocacy and contributing to Uganda's socio-economic transformation.

Special appreciation goes to the International Labour Organisation and other development partners for their resourcefulness in the development of this DWCP, which clearly demonstrates their commitment to promoting decent work and social justice worldwide. we also commend the Government of Uganda through the Ministry of Gender, Labour and Social Development (MGLSD) for our close collaboration and contribution to the development of this document together with our esteemed social partners – the

National Organisation of Trade Unions (NOTU) and the Central Organisation of Free Trade Unions (COFTU), and other partners.

As we embark on DWCP III 2025/26–2029/30 journey, we need to continue working collaboratively for the successful implementation of this programme to achieving decent work and sustainable development. As FUE, we reaffirm our commitment to continue upholding the ILO's founding ideals of social justice and decent work to achieve sustainable development goals.

Douglas Opio
Chief Executive Officer
Federation of Uganda Employers

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Abbreviations and Acronyms

ADR	Alternative Dispute Resolution
AIDS	Acquired Immunodeficiency Syndrome
APR	Annual Progress Report
AU	African Union
BDS	Business Development Services
BLA	Bilateral Labour Agreement
CBA	Collective Bargaining Agreement
CCA	Common Country Analysis
CEACR	Committee of Experts on the Application of Conventions and Recommendations
CNDPF	Comprehensive National Development Planning Framework
COFTU	Central Organization of Free Trade Unions
COVID-19	Coronavirus disease 2019
CPO	Country Programme Outcome
CPR	Country Programme Review
CSO	Civil Society Organization
DIT	Directorate of Industrial Training
DRC	Democratic Republic of Congo
DWCP	Decent Work Country Programme
DWDSC	Decent Work District Steering Committee
EAC	East African Community
EBMO	Employers and Business Membership Organizations
ECD	Early Childhood Development
EEMIS	External Employment Management Information System
FUE	Federation of Uganda Employers
GBV	Gender-Based Violence
GDI	Gender Development Index
GDP	Gross Domestic Product
GEWE	Gender Equality and Women Empowerment
GII	Gender Inequality Index
HCI	Human Capital Index
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
ICT	Information and Communications Technology
IHDI	Inequality Adjusted Human Development Index
ILO	International Labour Organization
ILS	International Labour Standards
IME&R	Implementation, Monitoring, Evaluation and Reporting
ITUC	International Trade Union Confederation
JLIRP	Jobs and Livelihoods Integrated Response Plan for Refugees and Host Communities
LG	Local Government
LMIS	Labour Market Information System
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MCP	Master Crafts Person
MDA	Ministries, Departments and Agencies
MFPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labour and Social Development
MIS	Management Information System
MOES	Ministry of Education and Sports
MoJCA	Ministry of Justice and Constitutional Affairs
MOLG	Ministry of Local Government

MOPS	Ministry of Public Service
MOTIC	Ministry of Trade, Industry and Cooperatives
MSME	Micro, Small and Medium Enterprises
NAP	National Action Plan on Elimination of Child Labour
NDP	National Development Plan
NEET	Not in Education, Employment or Training
NLFS	National Labour Force Survey
NOTU	National Organization of Trade Unions
NRM	National Resistance Movement
NSC	National Steering Committee
NSSF	National Social Security Fund
OP	Office of the President
OPM	Office of the Prime Minister
OSH	Occupational Safety and Health
PPP	Public-Private Partnership
PSFU	Private Sector Foundation Uganda
PWD	Persons with Disabilities
QAM	Quality Assurance Mechanism
RC	Resident Coordinator
RCO	Resident Coordinator Office
RPL	Recognition of Prior Learning
SDG	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SSA	Sub Saharan Africa
STEI	Science, Technology, Engineering and Innovation
STI	Science, Technology and Innovation
TiP	Trafficking in Persons
TNA	Training Needs Analysis
TOC	Theory of Change
TVET	Technical, Vocational Education and Training
TWC	Technical Working Committee
UAE	United Arab Emirates
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings
UN	United Nations
UNCT	United Nations' Country Team
UNHS	Uganda National Household Survey
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
USD	United States Dollar
VAC	Violence Against Children
VAW	Violence Against Women

OVERVIEW OF THE DECENT WORK COUNTRY PROGRAMME, 2025/26-2029/30

INTRODUCTION

The Decent Work Country Programme for Uganda (DWCP III 2025/26-2029/30) offers tripartite-plus partners in Uganda with an opportunity, through an integrated and collaborative framework, to promote decent work as a key component of the country's national development strategy. The DWCP plays a crucial role in advancing the decent work agenda, leveraging the resources and expertise of the International Labour Organization (ILO). By facilitating better access to ILO's comparative knowledge, tools, and advocacy efforts, the DWCP supports tripartite constituents—government, employers, and workers—in implementing policies and initiatives that promote decent work opportunities, enhance social protection, and ensure fundamental labor rights.

Uganda has had two previous DWCPs. The first generation DWCP was implemented in 2006-2012, and the second generation DWCP implemented in 2013- 2017. The second generation DWCP had three priorities. These were improved labour administration and adherence to fundamental rights and labour standards; promotion of youth employment; and improved social protection for formal and informal sector workers.

A Country Programme Review (CPR) of the DWCP II was done in 2017. It identified potential of the DWCP to leverage national resources by aligning its priorities and outcomes to the country's strategic priorities and demands. This is important in increasing the relevance, coherence and strategic fit of the DWCP. The CPR also identified the need for active involvement and participation of tripartite-plus partners in the design, implementation, monitoring and evaluation (M&E) of the DWCP; and enhancing effectiveness of the DWCP through establishment and maintenance of a strong coordination mechanism. This is envisaged to facilitate creation and exploitation of synergy, harnessing and utilizing of ILO's comparative advantage in the normative and standard setting role, and promoting sharing and learning from good practices between and amongst tripartite partners.

The CPR expressed the strong desire by the ILO's constituents in Uganda to develop the third generation DWCP. The process towards development of the third generation DWCP did not, however, start until 2021. The tripartite partners also gave due consideration to the need to align the DWCP III 2025/26-2029/30 priorities to the national priorities as elaborated in the *Uganda Vision 2040* and the National Resistance Movement (NRM) Manifesto (2021-2026). The partners also took cognizance of the ongoing activities under Uganda's third National Development Plan (NDP III, 2020/21-2024/25), picked lessons learnt from NDP III and the NDP IV strategic direction.

Alignment of the DWCP III 2025/26-2029/30 to *Uganda Vision 2040*, the National Resistance Movement (NRM) Manifesto (2021-2026) and NDP IV was aimed at promoting ownership of the DWCP III 2025/26-2029/30 at constituent partners' and political levels. It also sought to enhance synergy between the policy blueprints, and leverage national resources committed to implementation and achievement of the national priorities. The DWCP III 2025/26-2029/30 also drew from the Strategic Plan for the Ministry of Gender, Labour and Social Development (MGLSD, 2020/21-2024/25) and the strategic plans of the social partners.

Uganda's socio-economic and political transformation is anchored on the *Uganda Vision 2040*. The policy blueprint envisions *A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years.* It aspires to change the country from a predominantly low income to a competitive upper middle-income with a percapita income of USD 9,500. The *Uganda Vision 2040* identifies the country's opportunities to lie in oil and gas; tourism; minerals; information and communications technology (ICT)-enabled business; abundant labour force; geographical location; and trade, water resources, industrialization and agriculture. The *Uganda Vision 2040* earmarks a number of fundamentals for strengthening, and thus facilitate harnessing and exploitation of the stated opportunities. The fundamentals include infrastructure; science, technology, engineering and innovation (STEI); and land. Others are urban development; human resource; and peace, security and defense.

The *Uganda Vision 2040* is implemented through the Comprehensive National Development Planning Framework (CNDPF). It is delivered vide three ten-year National Development Plans (NDP) and six five-year rolling plans. The overarching goal of the NDP V (2025/26-2029/30) is to achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation", which will be pursued under the overall theme of Sustainable Industrialisation for Inclusive Growth, Employment, and Wealth Creation[1]. The Manifesto is aligned to the NDP (2021-2026) with the theme of securing your future. The NRM manifesto is anchored on five pillars. These are creating jobs and wealth; delivering education and health; ensuring justice and equity; protecting life and property; and achieving economic and political integration. The jobs and wealth creation pillar prioritize four sectors. These are commercial agriculture, industrialization, services and ICT.

The Uganda Vision 2040, NDP VI and NRM Manifesto are all aligned to the United Nations Sustainable Development Cooperation Framework for Uganda (UNSDCF, 2021-2025). The policy blueprints are also consistent with the aspirations enshrined in regional and global development frameworks. These include the East African Community (EAC) Vision 2050, African Union Commission Agenda 2063, and the United Nations (UN) 2030 Agenda for Sustainable Development (SDG). Alignment of the DWCP III 2025/26-2029/30 to national, regional and global development frameworks is important as it promotes harnessing of resources and capacities, and promoting synergy and coordination towards achievement of the country's strategic goals.

Uganda's DWCP III 2025/26-2029/30 builds on achievements and lessons learned from implementation of the first and second generation DWCPs. It is anchored on three priority areas and five country programme outcomes (CPO). The strategic priority areas are shared prosperity in a healthy environment; human wellbeing and resilience; and social dialogue and tripartism. The first two priority areas are drawn from the UNSDCF (2021-2025) while the third priority area represents the ILO's normative and standard setting role.

The DWCP III 2025/26-2029/30 priority areas and outcomes are consistent with the country's strategic priorities as outlined in the *Uganda Vision 2040*, NDP VI (2025/26-2029/30) and NRM Manifesto (2021-2026). It is also aligned to the MGLSD Strategic Plan (2020/21-2024/25).

The MGLSD Strategic Plan whose theme is *"Enhancing employability and livelihoods for inclusive growth and wealth creation"* is based on five key result areas. These are gender equality and women empowerment; labour, employment and productivity; social protection

[1] National Planning Authority, Fourth National Development Plan NDPIV (2025/26-2029/30)

and livelihoods enhancement; institutional capacity development; and community mobilisation, culture and empowerment. The DWCP III 2025/26-2029/30 is also in sync with the Federation of Uganda Employers (FUE)'s Strategic Plan (2019-2023). The plan seeks to position FUE as a strong, vibrant and versatile employers' body capable of effectively engaging in social dialogue, policy advocacy and contributing to Uganda's socio-economic transformation[2].

The DWCP III also draws from the Common Country Analysis (CCA) for Uganda[3]. The CCA identified governance, environment and industry as the key SDG accelerators for Uganda. It also singled out investments in health, education and infrastructure as necessary enablers. The DWCP III priorities and outcomes are also consistent with the eight policy outcomes in the ILO's Programme and budget for the biennium 2024-2025[4]. They are also aligned to the seven strategic outcomes of the Abidjan Declaration *Advancing Social Justice: Shaping the future of work in Africa*[5]. The priority areas and outcomes also take cognizance of the coronavirus disease 2019 (COVID-19) crisis, which exposed and worsened the pre-existing decent work deficits.

Uganda's DWCP III is the outcome of a highly participatory, consultative and inclusive tripartite-plus stakeholder process. Formulation of the DWCP was spearheaded by MGLSD in collaboration with FUE, National Organization of Trade Unions (NOTU) and Central Organization of Free Trade Unions (COFTU). It also benefitted from involvement, participation and consultation of relevant government Ministries, Departments and Agencies (MDAs), civil society organizations (CSO), private sector, development partners including the United Nations Country Team (UNCT) under the leadership of the United Nations Resident Coordinator (RC). A multi-stakeholder technical committee under the guidance of MGLSD oversaw the DWCP drafting and finalization processes.

A draft DWCP III country diagnostics, priority areas and results framework were presented to the technical committee in a workshop in Entebbe on 17th and 18th November 2022. The purpose of the meeting was to facilitate the technical committee to discuss and provide feedback on the country diagnostics; consider and adopt the DWCP priority areas; provide feedback on the results framework; and propose the Theory of Change (TOC) to realize the DWCP outputs and outcomes. The draft DWCP III was exposed to a further review by development and tripartite-plus partners on 14th and 15th February 2023.

A revised Draft DWCP III was subjected to internal review by ILO specialists, quality assessment by the ILO's Quality Assurance Mechanism (QAM), and review by UNCT and the UN Resident Coordinator Office (RCO). Comments and feedback received from the reviews was considered, and validated by the tripartite-plus partners before being incorporated. A final revised version of the DWCP III was subjected to finalization and approval processes as per the procedures by the ILO and the Uganda Government.

[2] Though the Strategic and Vision Plans for National Organization of Trade Unions (NOTU) and Central Organization of Free Trade Unions (COFTU) were not availed for review, they also seek to engage in effective and inclusive social dialogue

[3] United Nations Uganda (2021). *Common Country Analysis: Uganda,* Kampala: Office of the United Nations Resident Coordinator in Uganda

[4]ILO (2023). Programme and Budget *Programme and Budget for the Biennium 2024-25,* Geneva: International Labour Office

[5]Abidjan Declaration adopted by the ILO 14th African Regional Meeting in Abidjan in December 2019, wcms_768623.pdf (ilo.org)

COUNTRY PROGRESS TOWARDS DECENT WORK AND SUSTAINABLE DEVELOPMENT

The ILO Centenary Declaration for the Future of Work[6] is anchored on three pillars. These are strengthening the capacities of all people to benefit from opportunities of a changing world of work; strengthening institutions of work to ensure adequate protection of all workers; and promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. The 14th African Regional Meeting held in Abidjan in December 2019 also adopted the Abidjan Declaration with the theme - *Advancing Social Justice: Shaping the future of work in Africa.* The Declaration commit member states to take action on key decent work agenda. Building on human-centred approach to the future of work, the Declaration anchors the main priorities for the African region around the Centenary Declaration.

The Abidjan Declaration identifies seven work areas for implementation. These are decent jobs for Africa, in particular for young women and men; improved skills and technology; inclusive transformation for decent work in the formal and rural economy; and conducive environment for sustainable enterprises. Other priority areas are effective and inclusive tripartism and social dialogue; social and labour protection for all; and effectively applied up-to-date labour standards and promotion of gender equality. The ILO's Programme and budget for the biennium 2024-2025, which draws from the ILO strategic policy and links to SDG and the Abidjan Declaration identifies eight policy outcomes supported by three enabling outcomes.

The priority outcomes are strong, modernized normative action for social justice; strong, representative and influential tripartite constituents and effective social dialogue; and full and productive employment for just transitions. Other policy outcomes are sustainable enterprises for inclusive growth and decent work; gender equality and equality of treatment and opportunities for all; and protection at work for all. universal social protection; and integrated policy and institutional responses for social justice through decent work are other flagship outcomes in the ILO's Programme and budget for the biennium 2024-2025.

The sections that follow present a diagnostic of Uganda's decent work situation in relation to the country's national priorities. It also reflects on the country's decent work situation in relation to other regional and global development frameworks.

2.1 People's capacity to benefit from opportunities from a changing world of work

This pillar of the ILO Centenary Declaration for the Future of Work seeks to strengthen the capacities of all people to benefit from the opportunities of a changing world of work. It is to be actualized through effective realization of gender equality in opportunities and treatment; effective lifelong learning and quality education for all; universal access to comprehensive and sustainable social protection; and effective measures to support people through the transitions they will face during their working lives.

2.1.1 Effective realization of gender equality in opportunities and treatment

Uganda has made considerable progress in closing gender gaps particularly in entrepreneurship and financial inclusion. The World Bank estimates that achieving gender equality in Uganda

[6]ILO (2019). *International Labour Conference: ILO Centenary Declaration for the Future of Work,* Geneva: International Labour Office

could raise the country's percapita wealth to USD 1,619, an increase of 11.8 per cent[7]. Women owned 40 per cent of the businesses in Uganda in 2019/2020[8], making the country to be among the seven countries in the world that have achieved gender parity in entrepreneurial activity. Also, 49 per cent of Ugandan women had access to some form of financial service in 2019 compared to 57 per cent for men.

Uganda's positive progress in some dimensions of gender equality is manifested in consistent improvement in human development as measured by the Human Development Index (HDI). Uganda's HDI grew from 0.320 in 1990 to 0.525 in 2021[9], representing an average annual growth of 1.52 per cent. Males in Uganda had a relatively higher HDI (0.545) compared to females (0.505), yielding a human development gap of 7.9 per cent between males and females. Uganda's HDI value in 2021 was higher than that of Burundi (0.426) but lower than the values for Rwanda (0.534), Tanzania (0.549) and Kenya (0.575). When discounted for inequality, the Inequality-adjusted HDI (IHDI) for Uganda falls to 0.396 in 2021. This represents a 24.6 per cent loss. It implies existence of relatively high levels of inequality in health, education and income in the country.

Gender Development Index (GDI) measures gender inequalities in achievement in health, education and command over economic resources. Uganda's GDI was estimated at 0.927 in 2021, some 0.02 percentage points below the Sub-Saharan Africa (SSA)'s average of 0.907. The GDI for Uganda was also lower than that of Rwanda (0.954), Tanzania (0.943), Kenya (0.941) and Burundi (0.935). Uganda is classified in group three countries in respect to its absolute deviation from gender parity in HDI values. The rating implies that the country has medium equality in HDI achievements between women and men[10].

In relative terms, Uganda's Gender Inequality Index (GII) of 0.530 in 2021 was more favourable compared to SSA's average of 0.569, and Tanzania and South Sudan's GII values of 0.560 and 0.587, respectively. However, the inequality in achievement between women and men in reproductive health, empowerment and the labour market were more pronounced in Uganda compared to other peers in the EAC. These include Burundi (0.505), Kenya (0.506) and Rwanda (0.388).

Inequality in achievement between men and women in the labour market in Uganda was such that in 2021, labour force participation rates for females (39.3%) was lower than that of males (57.9%)[11]. This implies that the males in Uganda was 1.5 times more actively engaged in the labour market compared to females. Furthermore, more females (92.1%) were in informal employment excluding agriculture in 2021 compared to males (85.6%). Similarly, more females (46%) were engaged in subsistence work in 2021 than males (34%). In contrast, the

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[7] United Nations Uganda (2021). *Common Country Analysis: Uganda,* Kampala: Office of the United Nations Resident Coordinator in Uganda

[8] Sebudde, R.K.; Atamanov,A.; Kasedde, C.; Nyorekwa, E.T; Mimica, E.S.; Brettos, F.; Kasalirwe, F. (2021). *Uganda Economic Update 19th Edition: Fiscal Sustainability through Deeper Reforms to Public Investment Management.* Washington, D.C.: World Bank

[9] United Nations Development Programme (2022). *Human Development Report 2021/2022: Uncertain Times, Unsettled Lives-Shaping our Future in a Transforming World,* New York: United Nations Development Programme

[10] United Nations Development Programme (2022). *Human Development Report 2021/2022: Uncertain Times, Unsettled Lives-Shaping our Future in a Transforming World,* New York: United Nations Development Programme

[11] UBOS (2021). *The National Labour Force Survey 2021-Main Report*, Kampala, Uganda: UBOS

proportion of males (58%) in formal employment was higher than that of females (40%).

The implication is that females in Uganda endured more precarious employment compared to males. This is partially demonstrated by the huge pay gap between males and females. In 2021, the median monthly cash earnings from paid employment on the main job for males (UGX 250,000) was 78.6 per cent higher than that of females (UGX 140,000). Thus, for every one Uganda shilling earned by a male worker in paid employment from the main job, a female employee gets 56 cents.

In respect to political empowerment, the share of seats in parliament held by women in Uganda was 33.8 per cent in 2021. This was 8.1 percentage points above the SSA average. The share of seats in parliament held by women in Uganda was also higher than that of Kenya (23.2%), Burundi (27.3%) and South Sudan (32.3%). It was, however, low compared to that of Tanzania (36.9%) and Rwanda (55.7%). The implication is that more needs to be done to promote women empowerment and participation in elective politics in Uganda.

The Uganda National Household Survey (UNHS, 2019/20) estimated the national poverty incidence at 20.3 per cent[12]. It estimated the poverty level to have declined from 21.4 per cent in 2016/17 to 18.7 per cent in 2019, before the COVID-19 outbreak. Thereafter, the poverty level increased to 21.9 per cent due to the negative effects of the COVID-19 pandemic on employment, income and livelihoods. A revised poverty line by the Uganda Bureau of Statistics (UBOS) put the country's poverty rate at 30 percent in 2020. It also estimated that up to 52.3 per cent of the country's population were multidimensionally poor[13].

At the regional level, multidimensional poverty is highest in the Northern region (63%) followed by the Eastern region (45.7%). At the sub-regional level, Karamoja has the highest levels of multidimensional poverty (85%). This is compared to Acholi (64%), West Nile (59%), Lango (57%) and Teso (56%). The least incidence of poverty was reported in Kampala (0.4%), Buganda South (18%) and Buganda North (30%).

2.1.2 Effective lifelong learning and quality education for all

The *Uganda Vision 2040* identifies human capital development as one of the fundamentals to be strengthened to accelerate the country's transformation, and harnessing of demographic dividend. Investment in human capital involves effective lifelong learning and quality education for all. Towards this end, the Uganda Government implements universal free primary and secondary education among other interventions to promote access to education. The government also prioritizes education sector in budgeting, making it the highest beneficiary in the national budget. The education sector accounted for 8.6 per cent of the total budget in 2022/23[14].

Uganda implements a four-cycle (7-4-2-3) system of education with primary, lower secondary, upper secondary and tertiary levels, yielding 16 years of schooling[15]. The 2021/2022 Human Development Report estimates Uganda's expected years of schooling at 10.1 years in 2021

[12]UBOS (2021). *Uganda National Household Survey 2019/2020*, Kampala, Uganda: UBOS
[13]World Bank (2022). *Poverty and Equity Brief: Uganda*, Washington D.C: World Bank
[14]Republic of Uganda (2017). *National Budget Framework Paper FY 2018/19-FY2022/23,* Kampala: Ministry of Finance, Planning and Economic Development
[15]African Development Bank (2020). *East Africa Economic Outlook 2020: Coping with the COVID-19 Pandemic,* Abidjan: African Development Bank Group

with females having a relatively better outcome (10.2) compared to males (10.1)[16]. Uganda's expected years of schooling is marginally lower than the SSA average of 10.3 years. It is also below the averages for Burundi (10.7), Kenya (10.7) and Rwanda (11.2). Uganda's educational outcome is better than that of Tanzania (9.2) and South Sudan (5.6). The implication is that on average, a child of school-entry age in Uganda could expect to receive only 10.1 of the 16- or 18-years of schooling proffered by the country's education system, depending on whether the learner takes an arts or science-based course at university level.

Estimates show that Uganda's education system equipped the population, ages 25 and older, with an average of 5.7 years of schooling in 2021. Females had lower mean years of schooling of 4.9 years compared to males (6.7). The inequalities in human capital wealth between men and women also remained high at 39 per cent for women compared to 61 per cent for men[17]. Generally, countries with more years of schooling are likely to have higher levels of human capital and more productive workforce in the future.

The relatively low expected and mean years of schooling in Uganda can be attributed to high school dropout rates. This averaged 64.5 and 37 per cent in 2015-2018 for primary and lower secondary schools, respectively[18]. The mean dropout rates for Uganda were high compared to East Africa's average of 49.7 per cent for primary and 19 per cent for lower secondary school. The country's low levels of educational outcomes are manifested in diminished state of labour productivity, which averaged 1.3 per cent in 2010-2021[19].

Uganda's Human Capital Index[20] (HCI) was 38 per cent in 2020[21], which translate to a human capital development gap of 62 per cent. This means that a child born in Uganda in 2020 will only be 38 per cent as productive as she could be as a future worker if she enjoyed complete education and health. The low HCI reinforces the argument that Uganda's employment challenge, especially for the youth, is due to skills mismatch.

The 2021 National Labour Force Survey (NLFS 2021) estimated the country's skill related inadequate employment rate at 9.3 per cent in 2021[22]. Male workers bore a greater burden of skill related inadequate employment (10.1%) compared to females (8.3%). Equally, the youth (18-30 years) experienced a higher rate of skill related inadequate employment (11.1%) relative to adults (9.1%). Furthermore, about 43 per cent of the employed persons in Uganda were undereducated for the jobs they were holding. Only 45 per cent of the workers had educational requirements matching those of their main jobs and a few (11.2%) were overeducated.

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[16]United Nations Development Programme (2022). *Human Development Report 2021/2022: Uncertain Times, Unsettled Lives-Shaping our Future in a Transforming World,* New York: United Nations Development Programme

[17] United Nations Uganda (2021). *Common Country Analysis: Uganda,* Kampala: Office of the United Nations Resident Coordinator in Uganda

[18] African Development Bank (2020). *East Africa Economic Outlook 2020: Coping with the COVID-19 Pandemic,* Abidjan: African Development Bank Group

[19] International Labour Organization. (2022). ILOSTAT database [database]. Available from https://ilostat.ilo.org/.

[20]HCI measures the extent to which a country optimizes her human capital through education and skills development, and its deployment throughout the life-course

[21]World Bank (2020). Uganda: Human Capital Index 2020, https://databankfiles.worldbank.org/data/download/hci/HCI_2pager_UGA.pdf?cid=GGH_e_hcpexternal_en_ext

[22] UBOS (2021). *The National Labour Force Survey 2021-Main Report*, Kampala, Uganda: UBOS

Again, a higher proportion of the youth (14%) were overeducated compared to adults (9.7%), and more adults (46.1%) were undereducated compared to the youth (37.8%). Also, a higher proportion (53.7%) of workers with disability were undereducated, 36.5 per cent had educational requirements matching those of the main jobs and 7.4 per cent were overeducated. Overall, education mismatch was more pronounced in agriculture, forestry and fishing (63%) compared to production (57.6%) and services (50.1%). The implication is that interventions to address unemployment in Uganda must influence education and training to make them more inclusive and responsive to labour market needs, taking into account the changes in the evolving world of work. The interventions should also focus on career guidance and counselling as a mechanism for smoothening school-to-work transition.

2.1.3 Universal access to comprehensive and sustainable social protection

Uganda has policy, legal and institutional framework that anchor access to social protection by citizens. The Social Protection Policy (2015) is founded on the provisions of the Constitution of the Republic of Uganda. Access to social protection is particularly grounded on objective VII of the Constitution, which obliges the state to make reasonable provision for the welfare and maintenance of the aged. It is also founded on objective XI(i) of the Constitution, which compels the state to give the highest priority to the enactment of legislation establishing measures that protect and enhance the right of the people to equal opportunities in development. Similarly, objective XIV(b) of the Constitution guarantees all Ugandans to enjoyment of rights and opportunities and access to education, health services, clean and safe water, work, decent shelter, adequate clothing, food security and pension and retirement benefits.

Equally, chapter four of the Constitution provides for the protection and promotion of fundamental human rights and freedoms. It enjoins the state to take affirmative action in favour of marginalized groups, protect the unique and natural maternal function of women, the rights of children, persons with disabilities, ethnic minorities and economic rights of every Ugandan. The Constitution further provides that a public officer shall upon retirement receive such pension as is commensurate with his or her rank, salary and length of service.

Several pieces of legislation regulate various aspects of social protection in Uganda. These include the Pensions Act, Cap. 89, which provide for granting and regulating of pensions, gratuities and other allowances in respect of public servants. The National Social Security Fund (NSSF) Act, Cap. 230 governs social security benefits for employees in the private sector while the Uganda Retirement Benefits Regulatory Authority Act, Cap. 232 establishes an institutional framework for establishment, management and operation of retirement benefits schemes in the country. The Workers Compensation Act, Cap. 233 regulates compensation to workers for injuries suffered and scheduled diseases incurred in the course of their employment.

The progressive policy, regulatory and institutional framework, notwithstanding, social protection coverage in Uganda remains low. Only 3.1 per cent of Uganda's population was covered by at least one social protection benefit in 2024[23]. This level of coverage is low compared to SSA and Africa's averages of 13.7 and 17.4 per cent, respectively. Furthermore, slightly more than one in ten (11.2%) persons above retirement age received pension in 2020 while a paltry 1.2 per cent of the vulnerable persons were covered by social assistance.

[23] International Labour Organization World Social Protection Report 2024-2026. https://wspdb.social-protection.org/

The NLFS 2021 established that about one in five (20.3%) of the workers in paid employment were covered by some form of social security in 2021. Slightly more than three in four (75.6%) of the workers were not covered hence exposed to social and economic risks and other vulnerabilities. Specifically, 14.5 per cent of the wage employees were covered by NSSF, 5.4 per cent were members of a pension scheme while less than one per cent (0.4%) were in other provident funds. In aggregate terms, more female wage workers (79.6%) were excluded from social security in 2021 compared to male workers (73.8%).

A higher proportion of wage employees in the private sector (86.4%) were not covered by social security in 2021 compared to those in public sector (24.8%). The public sector workers were mainly covered by the NSSF (33.3%), occupational pension schemes (29.8%) and provident funds (1.5%). A relatively higher proportion (76.6%) of wage workers with disability were not covered by any of the social security schemes relative to those without disability (75.5%). In respect to sectors, more wage workers in agriculture, forestry and fishing (96.2%) were exposed to social and economic risks and other vulnerabilities compared to those in production (87.5%) and services (65%).

The low coverage and inadequacy of benefits and contingencies of Uganda's social protection system further manifests if rated against the basic social security principles and minimum standards provided for in the ILO's Social Security (Minimum Standards) Convention, 1952 (No. 102). The Convention identifies nine branches of social security as medical care, sickness benefit, unemployment benefit, old-age benefit, employment injury benefit, family benefit, maternity benefit, invalidity benefit and survivors' benefit. The minimum objective of the Convention relates to percentage of the population protected by the social security schemes, the level of the minimum benefit to be secured to protected persons, and conditions for entitlement and period of entitlement to benefits.

The COVID-19 pandemic acted as a stress test for social protection systems in many countries, including Uganda. The pandemic exposed gaps in the country's social protection coverage, its comprehensiveness and adequacy. Specifically, the COVID-19 crisis disproportionately affected workers in the informal economy, which accounted for 66.6 per cent of the employed population in 2021[24], and those who work in households (21.2%). Informal economy workers and employees of households work in the most adversely affected sectors and are typically neither covered by contributory social protection schemes nor reached by targeted social assistance programmes. Women, youth, persons with disabilities (PWDs) and migrant workers, many of whom were employed in the informal economy were also significantly exposed to social and economic risks, and other vulnerabilities due to low social protection coverage as exacerbated by COVID-19 crisis.

2.2 Institutions of work to ensure adequate protection of all workers

This pillar seeks to ensure that all workers enjoy adequate protection in accordance with the Decent Work Agenda, taking into account respect for their fundamental rights and safety and health at work; adequate minimum wage, statutory or negotiated; and maximum limits on working time.

[24] UBOS (2021). *The National Labour Force Survey 2021-Main Report*, Kampala, Uganda: UBOS

2.2.1 Fundamental principles and rights at work, social dialogue and tripartism

The fundamental principles and rights at work, comprising, freedom from child labour, forced labour, human trafficking and discrimination, freedom of association and collective bargaining, and occupational safety and health (OSH) form the foundation of decent and productive work. Equally important is the role of social dialogue and tripartism, which provide the means for governments, employers, and workers to jointly address labour challenges and shape inclusive labour policies. Integrating all five fundamental principles and rights at work into the Decent Work Country Programme is key to advancing social justice and sustainable development.

Child labour

The NLFS 2021 categorizes children engaged in child labour in three groups. These are children aged 5-11 years who are at work in an economic activity since they are not expected to work. It also flags out children aged 12-13 years who are doing work in an economic activity other than light work or work beyond 14 hours in a week to be in child labour. The NLFS 2021 also distinguishes children aged 14-17 years involved in hazardous forms of work or working for an equivalent of 43 hours in a week or more to be involved in child labour.

The 2019/20 Uganda National Household Survey (UNHS) revealed that child labour is most prevalent in agriculture (94.9%), followed by services (3.3%) and industry (1.8%). According to the 2021 Uganda National Labour Force Survey (UBOS, 2022), approximately 6.2 million children aged 5–17 years were engaged in child labour, up from 5.7 million reported in the 2019/20(UNHS). The incidence of child labour increased from 38.5% in 2019 to 39.5% in 2021. Child labour was more prevalent among boys (41%) than girls (37.9%), and significantly higher in rural areas (42.3%) compared to urban areas (31.7%). The majority of children involved (58%) were aged 5–11 years. Among those aged 12–17 years, 19.4% were in hazardous occupations, 18.2% worked more than 14 hours per day.

School closures occasioned by the COVID-19 pandemic worsened the child labour situation in Uganda. More children (23.4%) were engaged in child labour during the COVID-19 period than before (13.6%). The ILO and UNICEF (2022) projects that the number of children in child labour globally may rise by 8.9 million by end of 2022, if no mitigation strategies are implemented[25]. The projected rise in child labour is likely to be triggered by higher incidences of poverty and increased vulnerability, especially due to the negative long-term effects of the COVID-19 pandemic.

Uganda ratified a number of key international instruments on child labour, which include;Minimum Age Convention, 1973 (No. 138); Worst Forms of Child Labour Convention, 1999 (No. 182); the Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography (2000) and the Optional Protocol on the Involvement of Children in Armed Conflict (2000).

The country also has a number of domestic laws and regulations aimed at protecting the rights of the child. The protections include prohibition of trafficking in persons, prohibition against child labour including worst forms of child labour, and prohibition against engaging children in hazardous activities. Others are prohibition against forced labour, setting of the minimum

[25] International Labour Organization and UNICEF (2022). *The role of social protection in the elimination of child labour: Evidence review and policy implications.* Geneva and Florence: International Labour Organization and UNICEF Office of Research

age for voluntary state military recruitment at 18 years, and prohibition against commercial sexual exploitation of children. Uganda also implements the National Action Plan for Elimination of Child Labour (NAP, 2020/21-2024/25). The NAP provides the framework for prevention, withdrawal, rehabilitation and integration of children engaged in labour. Implementation of NAP strengthens Uganda's position as a pathfinder country in respect to realization of SDG 8.7 on eliminating all forms of child labour by 2025.

Forced labour

The NLFS 2021 adopts the ILO Forced Labour Convention, 1930 (No. 29) definition of forced labour as all work or service, which is extracted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily. The survey established that an estimated 62 thousand persons or 0.3 per cent of the working age population (14-64 years) experienced forced labour within the three years prior to the survey. More males (0.4%) experienced forced labour compared to females (0.2%).

Incidences of forced labour were more pronounced among adults aged 31-64 years (0.3%) compared to young workers aged 14-30 years (0.2%). Withholding of payments was the main form of exploitation experienced by victims of forced labour as expressed by 29.5 per cent of the workers. Others were performing a task/job different from the agreed one (15.6%); accepting a job with false expectations (14.8%); being forced to accept a job (14.1%); and working for more hours than agreed (10.1%).

Trafficking in persons

Uganda is a source, transit and destination country for trafficking in persons (TiP). It is categorized as tier two country, implying that it has not fully met the minimum standards for the elimination of trafficking but the government is making significant efforts to do so[26]. In 2023, 1,006 incidents of human trafficking were reported involving 1,698 victims and 567 suspects of which 130 were convicted. This is against 1,200 cases of human trafficking reported in 2022 involving 2,099 victims and 728 suspects of which 81 were convicted. Out of the reported cases, 458 cases involved exploitation in Uganda or were domestic while 10 cases involved exploitation abroad or were international and the rest were unknown. Out of 1,006 cases reported in 2023, 576 cases were submitted to Office of Director Public Prosecution for perusal and legal advice, 331 cases were taken to Court out of which 11 cases secured convictions and 01 case dismissed while 319 cases were pending in court[27].

Freedom of association, right to organize and collective bargaining

The institutional framework for advancement of freedom of association, right to organize and collective bargaining in Uganda is anchored on MGLSD, FUE, NOTU and COFTU. It also involves affiliate trade unions that organizes workers along craft, industrial and general lines. There exist employers from both public and private sectors of the economy.

Freedom of association, the right to organize and collective bargaining is entrenched in Uganda's Constitution, and domestic labour laws. Article 29 (1) (c) of the Constitution of the Republic of Uganda (1995) grants every person the right to freedom of association, including the freedom to form and join trade unions. Articles 40(3) of the Constitution affords workers

[26] United States Department of State (2022), *Trafficking in Persons Report: Uganda*, Washington D.C: Office to Monitor and Combat Trafficking in Persons

[27] The National Report on Countering Trafficking in Persons in Uganda 2023- Ministry of Internal Affairs.

the right to form and join a trade union of choice. Freedom of association and collective bargaining rights are also anchored in the labour laws. The principal laws include the Employment Act, Cap. 226, Labour Unions Act, Cap. 228 and Labour Disputes (Arbitrations and Settlement) Act, Cap. 227[28].

The ILO measures the level of compliance with labour rights such as freedom of association, right to organize and collective bargaining using an index that ranges between zero and ten[29]. Zero is the best possible score, which indicate higher levels of compliance with these fundamental rights. A score of 10 signifies lower levels of compliance. Based on the ILO estimates, Uganda had an index of 1.46 in 2017. This implies relatively high levels of compliance with the rights to freedom of association, organizing and collective bargaining. The ranking signals that trade unions, employers' associations, workers and employers in Uganda advance the rights to freedom of association, organizing and collective bargaining without much hindrance. Uganda's score in 2017 was more favourable compared to Africa and SSA's average of 3.07 and 2.57, respectively.

The International Trade Union Confederation (ITUC), however, classifies Uganda in category (4), which are countries with systematic violations of rights[30]. Within the EAC, South Sudan and Burundi are in category 5+, which are countries that do not guarantee the rights of workers due to breakdown in the rule of law. Kenya, Tanzania and Uganda are in an improved category (4). Rwanda is in category three, which is a more improved category of countries that have regular violations of rights.

The MGLSD reported that there were about 50 registered trade unions and two trade union federations in Uganda by 2025.There is also an employer federation (FUE), which affiliates corporate employers particularly in the private sector. The 2016/2017 NLFS reported that 85 per cent of the employed population in Uganda were not members of any trade union or similar associations[31]. Though this indicator was not captured in the NLFS 2021, the MGLSD reckons that workers and trade unions in Uganda do not fully exercise the right to organize and collective bargaining due to negative attitude and anti-trade union tendencies by some employers.

Weak advancement of the right to organize and collective bargaining in Uganda is manifested in the country's low trade union density. The country's trade union density was estimated at 6.1 per cent in 2020 among total employment, and at 13 per cent among wage workers[32]. In contrast, data on collective bargaining coverage shows a relative improvement in the number of workers. Collective bargaining coverage more than doubled from 15.1 per cent in 2016 to 32.1 per cent in 2018. It, however, declined marginally to 30.2 per cent in 2019[33]. Uganda's collective bargaining coverage in 2019 was at least triple the rates for Kenya (9.7%) and

[28] The Employment Act and Labour Unions Act were under review as of 4th January 2023

[29] International Labour Organization. (2022). ILOSTAT database [database]. Available from https://ilostat.ilo.org/.

[30] International Trade Union Confederation (2020). *2020 ITUC Global Rights Index: The World's Worst Countries for Workers,* Brussels: ITUC International Trade Union Confederation

[31] UBOS (2018). *The National Labour Force Survey 2016/17-Main Report*, Kampala, Uganda: UBOS.

[32] Danish Trade Union Development Agency (2022). *Labour Market Profile-Uganda: 2022/2023,* Copenhagen: Danish Trade Union Development Agency

[33] International Labour Organization. (2022). ILOSTAT database [database]. Available from https://ilostat.ilo.org/.

Rwanda (5.7%). No data exist on collective bargaining coverage in other countries in the EAC region.

The ILO (2022) reports that trade unions and employers in Uganda negotiated and concluded a total of 275 collective bargaining agreements (CBAs) in 2020, a drop of 2.5 per cent from the 2019 level[34]. It is also reported that an estimated 583,000 workers were covered by the CBAs in 2020. Administrative records of the Ministry of Gender, Labour and Social Development indicate that they were 89 CBAs were registered in 2024.

In respect to workplace grievances and disputes, the MGLSD registered 505 complaints in 2023/24, involving over 900 workers. Of the cases, 65 (8.9%) were settled at the bipartite level, 208 (28.5%) were settled through conciliation while 47 (6.4%) were referred to the Industrial Court for adjudication. Six of the cases were referred to other relevant authorities while 403 cases (55.3%) were pending. The high backlog of cases at the MGLSD coupled with a reported 1,973 case backlog at the Industrial Court as at December 2024, shows low capacity for grievance and dispute handling. This undermines advancement of the fundamental principles and rights at work.

Effective and efficient labour inspectorate services is an important element of sound system and practice of industrial relations. Labour inspections is important in promoting social dialogue, industrial harmony, organizational productivity and competitiveness. The purpose of labour inspections is to monitor compliance with labour standards, laws and regulations, and terms of any collective agreement that contain relevant standards. It also helps in identifying any inconsistencies in law and practice, and brings it to the attention of the relevant authority. Labour inspections provides information to labour market actors particularly employers, workers and trade unions thus facilitating compliance and self-regulation.

Effective and efficient labour inspectorate services, therefore, smoothens enforcement and compliance with labour standards, laws and regulations. Despite its advantages, Uganda has weak labour inspectorate services. This is mainly due to low staffing; limited opportunities for training, retraining and retooling of labour inspectorate staff; inadequate working tools and equipment; and low budgetary provision for both development, and operations and maintenance.

Occupational safety and health

The legislative framework for OSH in Uganda is guided by the 1995 Constitution of the Republic Uganda, and other national laws. The primary OSH legislation is the Occupational Safety and Health Act, Cap. 231, which is supported by a number of other laws. These include the Workers Compensation Act, Cap. 233, Employment Act, Cap. 226 and National Environment Act, Cap.181.

There is paucity of OSH data in Uganda. The NLFS 2021 gives proportions of workers who reported to have been exposed to hazardous working conditions. At the national level, slightly more than one in five (22.4%) of the working population reported to have been exposed to multiple hazardous work conditions in the preceding 12 months to 2021. A higher proportion of male workers (27.2%) were affected compared to female workers (17.6%). Also, a slightly

[34] International Labour Organization. (2022). ILOSTAT database [database]. Available from https://ilostat.ilo.org/.

more workers without disability (17.5%) compared to those with disability (14%) reported to have been exposed to the hazardous working conditions.

According to the NDP IV Uganda has been unable to fully tap the external market opportunities due to rejections and limited penetration to new markets as a result of issues of traceability, safety, and health, weak regulatory enforcement and prevalence of substandard products standards. Therefore, the 4th objective of NDP IV promotes decent work and productive employment with the fifth intervention aimed at improving occupational safety and health management in the country.

The NLFS 2021 also reports that about one in five of the workers exposed to hazardous working conditions were children aged 14-17 years (15.4%), youth (22.8%) and adults (24.8%). The relatively low proportion of women, youth and workers with disability exposed to hazardous working conditions is attributed to their low representation in formal employment. Majority of these workers are engaged in the informal economy where enforcement of safety and health standards is almost non-existent, thus increasing their levels of exposure and vulnerability.

The MGLSD reported that 965 work-related accidents were registered in the 24-district local government labour offices in the country in 2019/20. Similarly, a total of 965 workers' compensation claims was lodged in 2019/20. Of these, 546 (56.6%) claims were settled while 419 (43.4%) were pending by close of the financial year. In addition, 1280 workplaces were registered in eastern, western, northern and central regions of the country in 2023/24 in accordance with the Occupational Safety and Health Act, Cap. 231. Furthermore, 740 workplaces were inspected for compliance with OSH standards, and 513 statutory equipment examined and certified. A total of 489 workers, 32 employers and 35 labour officers were also sensitized on OSH in 2023/24. Overall, the OSH indicators particularly the proportion of workers exposed to hazardous working conditions when contrasted with the low number of workplaces registered for OSH demonstrates the need for aggressive approaches to promote OSH in workplaces.

Social dialogue and tripartism

Social dialogue and tripartism in Uganda are guided by the country's Constitution. The Constitution entrenches the right to freedom of association and collective bargaining. The same is reinforced by the Employment Act, Cap. 226, Labour Unions Act, Cap. 228and Labour Disputes (Arbitrations and Settlement) Act, Cap. 227. Uganda ratified the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144) in 1994. The Convention strengthens the legal and institutional framework for practice of social dialogue and tripartism in the country.

The Uganda government together with the social partners, namely FUE, NOTU and COFTU signed the National Tripartite Charter on Labour Relations in 2013. The Charter seeks to contribute to national development by strengthening social dialogue and tripartism, promoting decent work and access to social protection. It also aims to enhance skills development, and promote productivity, enterprise growth and competitiveness. The Charter is grounded on seven principles. These are tripartism and social dialogue; non-interference; collective bargaining; and equity, fairness and justice. Other principles are equality of opportunity and treatment; mutual trust and respect; and restriction on publication of information in the media.

Uganda has both legal and institutional framework for promoting social dialogue and tripartism. However, the framework is weak and fails to ensure mainstreaming of core principles of effective social dialogue, which envisage practicing social dialogue intensively, consistently and continuously. Though Uganda had 50 registered affiliate trade unions and two trade union centres by 2025, the workers' institutions are generally weak. This is particularly in policy formulation and implementation, and lobbying and advocacy. Equally, the employers' federation suffer weak institutional capacity.

Inadequate capacities particularly in the workers and employers' organizations explains the low coverage and weak practice of collective bargaining at sectoral and enterprise levels. Furthermore, effective gender inclusion in social dialogue and tripartism in Uganda falls through the cracks due to inadequate gender disaggregated data on key labour market indicators. Overall, the role of a strong and effective social partners in promoting social dialogue and tripartism, inclusive of advocating for better working conditions, particularly for informal workers, PWDs, youth, women and rural communities cannot be gainsaid.

2.2.2 Minimum wage, statutory or negotiated

Uganda is characterized by low wages, which manifests a key decent work deficit. It had one of the lowest gross monthly minimum wages in Africa at USD 2 in 2019[35]. Though the country's gross monthly minimum wage was slightly below what is payable in Rwanda (USD 3), it was significantly lower than those payable in Tanzania (USD 50) and Kenya (USD 140).

The NLFS 2021 reported that persons in paid employment earned a median monthly cash wage of UGX 200,000 from the main job in 2021. The median monthly wage for male workers from the main job (UGX 250,000) was 78.6 per cent higher than that of females (UGX 140,000), signifying a considerable gender wage gap. Though there was no reported wage gap between male workers with disability and those without disability, female workers with disability bore a wage penalty of 42.9 per cent based on the median monthly wage for female workers in 2021. This means that for every one shilling earned by a female employee without disability, a female worker with disability earned 57 cents. Similarly, for every one shilling earned by a male employee without disability, a female worker with disability earned 32 cents. This represents an overall wage penalty of 68 per cent suffered by female workers with disability.

The Minimum Wages Advisory Board and Wages Councils Act, Cap 229 provides the framework for fixing minimum wages in Uganda. Government in July 2015 approved a proposal to establish a Minimum Wages Advisory Board, to advice Government on the feasibility of fixing a minimum wage and what form the minimum wage should take. The Board undertook a comprehensive study on the economy and feasibility of fixing minimum wages in the country. The report was presented to Cabinet in the year 2018 but the approval was deferred pending further consultations. Since then a lot of changes were registered in the parameters that were used to prepare the report for example the median wages earned by various sectors. The last minimum wage was set in 1984 and this has since been overtaken by changes in the economy and wages earned.

[35] International Labour Organization (2020). *Global Wage Report 2020-2021: Wages and minimum wages in the time of COVID-19,* Geneva: International Labour Office

2.2.3 Maximum limits on working time

Working time is an important determinant of employee earnings, productivity and longevity of working life. The Employment Act, Cap. 226 legislates the normal hours of work, weekly rest days and public holidays. It provides for maximum working hours of 48 hours per week, and no more than eight (8) hours a day for six days.

The 2019/20 UNHS estimated the average actual hours worked per day per person on the main job at 7.7 hours. Males worked for slightly more hours (8.1 hours) compared to female workers (7.2 hours). The NLFS 2021, however, found a slightly reduced average actual hours worked per day per person on the main job, at 7.6 hours per day in 2021. The reduction in the average actual hours worked was mainly attributed to male workers whose average hours of work reduced by a mean of 0.2 hours per day. The reduction in hours of work is largely attributed to job losses and constrained working hours due to COVID-19 pandemic.

Irrespective of gender, the mean actual hours worked by workers with disability was 0.5 hours shorter than the average actual hours worked by those without disability. Also, workers in rural areas worked for less hours (7.2 hours) compared to their counterparts in the urban areas (8.4 hours). On average, workers in the services sector worked for more hours per day (8.7 hours) compared to those in production (8.3 hours) and agriculture, forestry and fishing (6 hours). In aggregate, male workers put in an average of 39.7 hours per week, some 3.8 hours above the average actual weekly hours worked by female employees.

2.3 Sustained and inclusive economic growth and decent work

The third pillar of the ILO Centenary Declaration for the Future of Work aims at promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. This is to be achieved through macroeconomic policies that have those aims as their central objective; trade, industrial and sectoral policies that promote decent work, and enhance productivity; and investment in infrastructure and in strategic sectors to address the drivers of transformative change in the world of work.

2.3.1 Sustained and inclusive economic growth

Uganda's economic growth aspirations is grounded in the *Uganda Vision 2040*. It envisions *A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years.* The *Uganda Vision 2040* seeks to transform the country to a competitive upper middle-income with a percapita income of USD 9,500. These aspirations are operationalized through successive National Development Plans (NDPs), with NDP IV (2025/26–2029/30) whose main goal is to achieve higher household incomes, full monetization of the economy and employment for sustainable socio-economic transformation. The medium-term plan for the period 2025/26–2029/30 targets an average annual GDP growth rate of 10.1%, with projections showing a steady improvement in real per capita income from USD 1,154 in FY 2023/24 to approximately USD 2,942 by FY 2029/30. This growth is expected to be supported by structural transformation and robust development efforts across key sectors.

Uganda's economy has remained resilient and continued to be on a recovery path amidst the negative ramifications of COVID-19 and other socio-economic shocks. Following a downturn in 2020, driven by demand and supply shocks—including the pandemic, floods, and locust invasions—the economy began to recover, with growth rates of 3.4% in 2021 and 4.6% in

2022. By FY 2023/24, growth is expected to reach 7%, in line with the government's macroeconomic strategy. The Budget Strategy for FY 2024/25 reinforces this stance, focusing on restoring economic stability and growth, targeting 6-7% annual growth in the medium term.[36]. The growth trajectory continued in 2019 at 6.4 per cent but slowed by more than half to 3 per cent in 2020. The slump in economic growth in 2020 was mainly attributed to the demand and supply shocks occasioned by COVID-19, floods and locust invasion[37].

Uganda's economy continues to show recovery, growing at 3.4 and 4.6 per cent, respectively in 2021[38] and 2022[39]. The growth trajectory is expected to reach 7 per cent by 2023/24, and sustained to 2024/25. This macroeconomic stance is reinforced by the government's Budget Strategy for financial year 2023/2024, which seeks to restore the economy back to the medium-term growth path of 6-7 per cent per annum.

Uganda's economic growth has largely been non-inclusive and jobless, especially prior to COVID-19 pandemic[40]. This is because most of the country's economic growth strategies assumed that everyone could participate in and benefit from development equitably. Furthermore, since 2017, Uganda's economic growth has remained below the SDG target of at least 7 per cent per year necessary for creation of full and productive employment, and decent work for all[41].

Uganda's low and un-sustained economic growth is attributed to weak levels of competitiveness as manifested in diminished annual labour productivity[42] growth. Uganda's annual labour productivity growth averaged 1.4 per cent per annum in 2017-2021[43]. This is compared to Tanzania (1.6%), Kenya (2%) and Rwanda (2.1%). The MGLSD also reports that Uganda's labour productivity declined by 3.5 per cent from USD 2,786 per person in 2014/15 to USD 2,692 per person in 2019 with the service sector experiencing the highest decline estimated at 26.5 %[44]. Other than Burundi, Uganda is the only country in the EAC region that posted a negative productivity growth rate (-0.3%) in 2021. This is relative to Tanzania (0.4%), Rwanda (2%) and Kenya (2.1%).

Low and un-sustained economic growth coupled with low growth rate in labour productivity undermines the country's capacity to create productive and sustainable jobs to meet the demands of the growing labour force. To reverse this, the NDP IV (2025/26-2029/30) projects Uganda's labour productivity to grow at an average rate of 5.5 per cent per annum over the period of 2025-2030. The highest mean annual growth rate in labour productivity is projected to be in Agriculture (7.1%) followed by industry (5.3%) and services (4.1%). The implication

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[36] https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=UG

[37] Republic of Uganda (2020). *Third National Development Plan (NDP III) 2020/21-2024/25*, Kampala: National Planning Authority

[38] https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=UG

[39] https://www.worldbank.org/en/country/uganda/overview

[40] United Nations Uganda (2021). *Common Country Analysis: Uganda*, Kampala: Office of the United Nations Resident Coordinator in Uganda

[41]Omolo, J. and Anyidoho, N.A. (2017). *Africa's youth and prospects for inclusive development: Regional situation analysis*, Addis Ababa: United Nations Economic Commission for Africa

[42]Defined as the value of output produced per unit of labour input

[43]International Labour Organization. (2022). ILOSTAT database [database]. Available from https://ilostat.ilo.org/data/.

[44] MGLSD (2020). Strategic Plan, 2020/21-2024/25: *Enhancing employability and livelihoods for inclusive growth and wealth creation*, Kampala: Ministry of Gender, Labour and Social Development

is that tripartite partners and other stakeholders in Uganda must design and implement measures to promote productivity mainstreaming and improvement in the country if the aspiration is to be realized. This includes formulation of productivity policy and guidelines, establishment of productivity measurement approaches, development and dissemination of productivity indicators, and conducting productivity promotion campaigns.

2.3.2 Full and productive employment and decent work for all

Creation of quality and gainful employment, especially for women, youth, PWDs and other marginalized and vulnerable groups remains a challenge for accelerating inclusive economic growth in Uganda. The UNHS (2019/2020) estimated the working age population (14-64 years) at 21.4 million in 2019/20. Of these, 52.1 per cent were females and 47.9 per cent were males. The working age population increased to 23.5 million in 2021, representing an increase of 9.8 per cent[45].

The proportion of females in the working age population, however, declined marginally to 51.5 per cent in 2021 with the male gender benefitting from the drop in the proportion of female gender. Slightly more than two in three persons (67.7%) in the working age population were in the rural areas. Also, about two in five persons in the working age population were either the youth (39.8%) or adults (42%). Those aged 14-17 years accounted for 18.2 per cent of the working age population.

The NLFS 2021 estimated Uganda's employment at 10 million persons in 2021, of whom 40.9 per cent were females. This means that though females were the majority (51.5%) in the working age population, they face some inhibitions in accessing employment. The NLFS 2021 also shows that workers with disability accounted for 6.5 per cent of the employed. The youth made up 39.7 per cent of the employed while adults constituted 53.6 per cent of the population in employment. Children aged 14-17 years constituted 6.7 per cent of the population in employment.

Slightly more than three in five (61.2%) of the employed were in the rural areas, signifying the important role of the rural economy in promoting socio-economic development. Majority (50.3%) of the workers were in services, followed by agriculture, forestry and fishing (36%) and lastly production (13.8%). The NLFS 2021 shows that workers in the informal economy, including agriculture were 9.2 million. This represented 91.9 per cent of the total employment in 2021.

The UNHS (2019/20) estimated the overall unemployment rate in Uganda at 8.8 per cent in 2019/20. Females bore a relatively higher burden of unemployment (8.9%) compared to males (8.7%). Though the proportion of females in paid employment was low at 37 per cent, they were the majority (53%) in self-employment and vulnerable employment (62%) in 2019/20[46].

The NLFS 2021 estimated that 1.4 million persons in the working age population were unemployed in 2021. This represents unemployment rate of 12 per cent, and shows a sharp increase from the rate reported in 2019/20. The sharp increase in unemployment is attributed to the job losses occasioned by the COVID-19 pandemic. Again, females bore a higher rate of unemployment (14%) compared to males (10%).

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[45] UBOS (2021). *The National Labour Force Survey 2021-Main Report*, Kampala, Uganda: UBOS

[46] United Nations Uganda (2021). *Common Country Analysis: Uganda*, Kampala: Office of the United Nations Resident Coordinator in Uganda

The PWDs experienced unemployment rate of 10 per cent compared to 12 per cent for those without disability. The youth suffered a higher incidence of unemployment (16.5%) compared to adults (7.7%). Also, a higher proportion of youth (50.2%) compared to adults (46%) experienced unemployment spell of at least one year. The World Bank suggests that Uganda will need to create more than 700,000 jobs per year before 2030 and in excess of one million jobs per year by 2040 to match the labour force growth and new labour market entrants. The World Bank's estimates mirror the NDP III's projection of 513,162 net new jobs to be created annually in 2020/21-2024/25.

The NLFS 2021 estimated the youth population at 9.3 million in 2021. Of these, 31.7 per cent had some primary education and a similar proportion (31.4%) had some secondary education. About 83 per cent of the youth had no skills or specialization. Only 1.4 per cent of the youth had trade or technical skills and specialization. However, 7.7 per cent of the youth had trade or technical skills only while 7.9 per cent only had a specialization. This shows that much of the youth unemployment in Uganda is due to inadequate and inappropriate skills.

The NLFS 2021 also shows that 41.1 per cent of the youth were not in employment, education or training (NEET). Almost twice as many young women (52.2%) were NEET compared to young men (28%). This is consistent with ILO's observation that female youth are twice as likely as male youth to be NEET[47]. The youth who are NEET are particularly at risk because they are neither improving their future employability through investments in vital skills nor gaining work experience through employment. They, therefore, face the real danger of being shut out of the labour market and excluded in society, and are likely to be caught in poverty trap making them vulnerable for radicalization and violent extremist activities.

2.3.3 COVID-19 pandemic and the changing workplace

The COVID-19 pandemic has had considerable implications in the world of work globally and Uganda is no exception. The pandemic changed the working space in Uganda dramatically, forcing a number of enterprises to adopt remote and hybrid working arrangements. It is reported that 28 per cent of employees in Uganda worked remotely during the pandemic[48]. Equally, most enterprises in Uganda invested in health and safety features in the workplaces to reduce the COVID-19 spread and contagion. However, only about half of the enterprises experienced positive change in their production efficiency from the investments.

The COVID-19 pandemic helped to build trust and understanding between workers and employers in Uganda. It has also exposed gaps in law, skills and productivity management among other important parameters, calling for public policy dialogue including review of labour laws to align to the requirements of the changing workplaces.

2.3.4 Labour migration

Uganda is an origin, transit and destination country for labour migration. Intra-regional labour mobility is facilitated by the EAC countries, which includes Burundi, Kenya, Rwanda, South Sudan and Tanzania. Asian nationals, especially Indians and Chinese, also form a large share

[47] International Labour Organization. (2020). ILOSTAT database [database]. Available from https://ilostat.ilo.org/data/.

[48] International Labour Office and Federation of Uganda Employers (2022). *The Next Normal: The changing workplace in Uganda*, Geneva: International Labour Office

of the migrant workers in Uganda[49]. Ugandans also migrate to other countries for purposes of employment.

The Uganda government launched the externalization of labour programme in 2005[50]. The goal of the programme is to promote safe, orderly and regular labour migration, and to reduce vulnerability of Ugandans to TiP. The programme is regulated by the Employment Act, Cap. 226 and guided by a number of other legal and regulatory frameworks. These include the Employment (Recruitment of Ugandan Migrant Workers) Regulations, 2021; Prevention of Trafficking in Persons Act, Cap. 131; and Ugandan Citizenship and Immigration Control Act, Cap. 313. and Guidelines on Recruitment and Placement of Ugandan Migrant Workers Abroad, 2015.

It is estimated that there were 781,440 Ugandan migrants abroad by 2022, of whom 52.3 per cent were females. The number of Ugandan migrant workers externalized is also reported to have increased from 2,539 workers in 2016 to 293,973 workers in 2024[51]. The highest number of migrant workers externalized was reported in 2021 and 2022 despite the COVID-19 restrictions disruptive effects on demand and supply chains. Cumulatively, 293,973 Ugandan migrant workers had been externalized between 2016 and 2024. Close to 90 per cent of the workers externalized in 2021 and 2022 were females.

The main destination countries were Saudi Arabia, which absorbed 77.5 per cent of the workers externalized. This was followed by United Arab Emirates (UAE) at 10.2 per cent, Qatar (5.1%), Iraq (2.3%) and Jordan (2.2%). Other destination countries, albeit with low absorptive rates for Uganda's migrant workers, are Afghanistan, Bahrain, Somalia, Kuwait, Poland and Romania.

The relatively high number of Uganda's migrant workers in Saudi Arabia and UAE is attributed to the positive effect of the Bilateral Labour Agreements (BLAs) signed between the Government of the Republic of Uganda and the respective countries in 2017 and 2019[52]. It is noted, however, that there are many other Ugandan migrant workers abroad who are not captured by the country's external employment management information system (EEMIS). Some of the workers may have used illegal channels of migration. Overall, non-documentation of the migrant workers makes it difficult to track their employment status, including remittances. It also puts a strain on interventions to ensure adherence to ethical recruitment practices by actors in the labour migration cycle, including private employment agencies (PEAs).

According to the National Population and Housing Census 2024, 7.9% of the 1,022,577 immigrants in the Country cited employment related reasons for migration.

2.3.5 Refugees and host communities

Uganda is one of the largest refugee hosting countries in the world. It had 1,858,060 refugees and asylum seekers as of 31st March 2025[53]. The refugees and asylum seekers were mainly

[49] An Assessment of Labour Migration and Mobility Governance in the IGAD Region: Country Report for Uganda. 2020. ILO

[50] Guloba, M.M and Birabwa, E.A. (2022). Policy actions to ensure sustainable labour externalization in Uganda, *Policy Brief*, Issue No. 155 (November), Economic Policy Research Centre

[51] Extracted from administrative reports shared by the MGLSD in December 2024

[52] The BLA with Saudi Arabia is under review to entrench fundamental principles and rights at work, and the rights and obligations of the parties

[53] https://data.unhcr.org/en/working-group/168?sv=0&geo=220

from South Sudan 994,247, Democratic Republic of Congo 593,511, Sudan 75,424, Eritrea 58,977, Somalia 50,662, Burundi 43,676 and Rwanda 24,398, Ethiopia 15,260. They are mainly in 14 refugee settlements spread across twelve refugee hosting districts in northern, southern and southwestern regions of the country[54].

Uganda has legal, policy and institutional framework that seeks to promote integration of refugees in the country's national economic grid. A number of legal and regulatory frameworks have a bearing on the employment and livelihoods of refugees and host communities in the refugee hosting countries. The United Nations Refugee Convention (1951) and its 1967 Protocol gives the definition of a refugee, outlines the rights and privileges of refugees, and the legal obligations of Member States to protect refugees.

Article 3 of the Convention advocates for non-discrimination of refugees in the application of the provisions of the Convention. Article 15 accords refugees the right to freedom of association in non-political and non-profit associations and trade unions, while Article 17 grants refugees the right to engage in wage employment. Article 18 allows refugees to engage in self-employment such as in agriculture, industry, handicrafts and commerce, including establishing commercial and industrial companies. Article 24 of the Convention grants refugees the right to enjoy the protection of fundamental principles and rights at work as advanced in the country's labour laws, including the right to social security.

At the national level, Refugees Act, Cap. 312governs recognition, protection and management of refugees in the country. It regulates the determination of refugee status, provides for administrative matters relating to refugees, and the rights and obligations of refugees. In respect to policy, Uganda implements the Comprehensive Refugee Response Framework (CRRF) and Global Compact on Refugees (GCR). Both the CRRF and GCR emphasize inclusion of refugees into national systems, particularly in education, health and livelihoods sectors. Management and protection of refugees is also mainstreamed in NDP IV (2025/26-2029/30).

Uganda also launched the *Jobs and livelihoods integrated response plan for refugees and host communities (JLIRP) in Uganda: 2020/21-2024/25* in 2021. The goal of the plan is to ensure that 1,531,593 refugees and 5,760,437 hosting communities are socially, economically and financially included in local development in a sustainable manner by 2025.

The JLIRP is anchored on five strategic objectives. These are peaceful coexistence and socio-economic interaction fostered and strengthened between refugees and host communities by 2025; sustainable economic opportunities created in 13 refugee hosting districts for improved competitiveness and inclusive growth of refugees and host communities by 2025; and food, nutrition and income security of 486,861 refugees and 1,152,087 host community households improved by 2025. Other strategic objectives of the plan are skilled refugees and host communities capable of harnessing employment opportunities in the country by 2025; and a minimum of 361,000 (5%) of refugee and host communities' vulnerable population are included and actively participating in local development initiatives by 2025.

[54] Republic of Uganda (2021). *Jobs and livelihoods integrated response plan for refugees and host communities in Uganda: 2020/21-2024/25*, Kampala: Ministry of Gender, Labour and Social Development

2.3.6 International Labour Standards

Uganda has ratified eight of the ten fundamental conventions of the ILO[55]. The conventions ratified are Forced Labour Convention, 1930 (No. 29); Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87); Right to Organize and Collective Bargaining Convention, 1949 (No. 98); and Equal Remuneration Convention, 1951 (No. 100). Others are Abolition of Forced Labour Convention, 1957 (No. 105); Discrimination (Employment and Occupation) Convention, 1957 (No. 111); Minimum Age Convention, 1973 (No. 138); and Worst Forms of Child Labour Convention, 1999 (No. 182).

The fundamental conventions not yet ratified are Occupational Safety and Health Convention, 1981 (No. 155), Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187). The Uganda government has also not ratified the Protocol of 2002 to the Occupational Safety and Health Convention, 1981; and Protocol of 2014 to the Forced Labour Convention, 1930.

Uganda has also ratified three of the four governance conventions. These are Labour Inspection Convention, 1947 (No. 81); Employment Policy Convention, 1964 (No. 122); and Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144). The governance convention not yet ratified is Labour Inspection (Agriculture) Convention, 1969 (No. 129). A total of 20 of the 176 technical conventions have also been ratified by Uganda. In whole, Uganda has ratified 31 ILO Conventions. Of these, 26 are in force, one has been denounced and four instruments abrogated.

In 2021, the Committee of Experts on the Application of Conventions and Recommendations (CEACR) raised concern on domestication of the Workmen's Compensation (Accidents) Convention[56]. The Committee noted that, pursuant to sections 4-6 of the Workers Compensation Act, Cap. 233, compensation for permanent total or partial incapacity for work, or death, resulting from an occupational accident, was paid as a lump sum equivalent to 60 months of the victims' earnings, at the maximum. The CEACR observed that these provisions were not fully aligned with Article 5 of the Convention, which require, in principle, compensation to be paid as a periodical payment, without limit of time, and authorizes lump sum payments only in cases where the competent authority is satisfied that it will be properly utilized. This points to some of the existing implementation gaps between domestic legislation and International Labour Standards (ILS).

2.3.7 Just Transition

Uganda is one of the countries in the world that is severely impacted by climate variability. The country frequently experiences droughts, floods and other extreme weather events, with evidence that the frequency and intensity of such events are increasing because of climate change. Though the effects of climate change are universal, they are felt more by the poorer and vulnerable communities such as women, youth, PWDs, refugees, informal economy workers, unemployed and those living in informal settlements. Climate change also places significant stress on food security.

[55] https://www.ilo.org/dyn/normlex/en/f?p=1000:11200:0::NO:11200:P11200_COUNTRY_ID:103324
[56]https://www.ilo.org/dyn/normlex/en/f?p=1000:13100:0::NO:13100:P13100_COMMENT_ID,P13100_COUNTRY_ID:4115432,103324:NO

The four pillars of the Decent Work Agenda, namely social dialogue, social protection, rights at work and employment are indispensable building blocks of sustainable development. These pillars are at the centre of the Uganda DWCP III 2025/26-2029/30 being a foundation for strong, sustainable and inclusive growth and development. The DWCP III 2025/26-2029/30 advocates for a well-managed just transition for all towards an environmentally sustainable economy. This is expected to contribute to the goals of decent work for all, social inclusion and eradication of poverty.

COUNTRY PRIORITIES AND COUNTRY PROGRAMME OUTCOMES

3.1 ILO's comparative advantage

Uganda became a member of the ILO in March 1963 and has continued to be an active constituent since then. The ILO has also continued to work with the Government of Uganda and her social partners, namely NOTU, COFTU and FUE to promote decent work as a key component of the country's national development strategy. The ILO has a longstanding technical expertise, experience and tripartite-based institutional structure to support delivery of all the country priorities in Uganda's DWCP III 2025/26-2029/30.

The comparative advantage by the ILO in supporting implementation of the DWCP III 2025/26-2029/30 inclusive of achievement of the intended outcomes lie in a number of areas. These include ILO's strategic positioning, technical expertise, accumulated experience, and resource mobilization capacity. The ILO's strategic advantage also draws from its global recognition and acceptance as a credible, trustworthy and reliable partner with normative and standard setting role in promoting social dialogue and tripartism across the globe. The ILO also leads several alliances and multi-stakeholder partnerships on decent work-oriented goals and targets in the UN 2030 Agenda for Sustainable Development. These present opportunities for collaboration, joint programming, resource mobilization and learning, which are critical for effective implementation and realization of DWCP III 2025/26-2029/30 outcomes.

3.2 Alignment to national, regional and global development frameworks

The third generation DWCP for Uganda (2025/26-2029/30) is based on three country priorities and five CPOs. The country priorities are:

1. Shared prosperity in a healthy environment;
2. Human wellbeing and resilience; and
3. Social dialogue and tripartism

The first two priority areas draw from the Uganda UNSDCF (2021-2025) while the third priority area represents the ILO's normative and standard setting role. Uganda's DWCP III 2025/26-2029/30 priorities and CPOs are aligned to the country's national development aspiration as grounded in *Uganda Vision 2040*, NDP IV (2025/26-2029/30) and NRM Manifesto (2021-2026). The DWCP III 2025/26-2029/30 priorities are also aligned to the MGLSD Strategic Plan (2020/21-2024/25), and key performance areas identified by the social partners.

The DWCP III 2025/26-2029/30 priorities and the accompanying CPOs are particularly in keeping with four key fundamentals identified in the *Uganda Vision 2040*. These are infrastructure; science, technology, engineering and innovation; urbanization; and human resources. The DWCP III 2025/26-2029/30 priorities and outcomes are also consistent with the five strategic objectives of NDP IV (2025/26-2029/30). Specifically, the first DWCP III 2025/26-2029/30 priority area on shared prosperity in a healthy environment is linked to the first, second, third and fourth strategic objectives of the NDP IV. The first strategic objective of NDP IV seeks to ensure increase in production, productivity, and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services; while the second one aims to enhance human capital development along the entire life cycle. The third objective of NDP IV is to Support the private sector to drive growth and create jobs and the Fourth one seeks Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry, and ICT.

Within this framework, the NDP IV key result areas (KRAs) on agro and mineral based industrialization; private sector growth; labour productivity and employment; education; and institutional strengthening strikes a strategic fit with the first CPO of the DWCP III 2025/26-2029/30, which envisages that people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources.

Similarly, the second priority area of the DWCP III 2025/26-2029/30 on human wellbeing and resilience is aligned to the second objective of the NDP IV. Specifically, second CPO of the DWCP III 2025/26-2029/30 which aspires for people especially the vulnerable and marginalized to have equitable access to and utilization of quality basic social and protection services; and the third CPO on protection of gender equality and human rights are particularly coherent with health, social protection, and institutional strengthening KRAs of NDP IV. Lastly, social dialogue and tripartism which is the third priority area in DWCP III 2025/26-2029/30 is considered in NDP IV both as a foundation for national transformation and enabler of economic growth, employment creation, productivity and competitiveness. Social dialogue and tripartism is also a key pillar of private sector strengthening and socioeconomic wellbeing.

The NDP IV strikes a strategic fit with the NRM Manifesto (2021-2026). The implication is that the DWCP III 2025/26-2029/30 priority areas and CPOs are also consistent and aligned to the NRM Manifesto. The DWCP priority areas and CPOs are particularly relevant to five key pillars of the Manifesto. These are creating jobs and wealth; delivering education and health; ensuring justice and equity; protecting life and property; and achieving economic and political integration.

At the sector level, the DWCP III 2025/26-2029/30 priority areas and outcomes are in keeping with both the broad theme and KRAs of the MGLSD Strategic Plan (2020/21-2024/25). Under the rallying theme, *"Enhancing employability and livelihoods for inclusive growth and wealth creation"*, the MGLSD Strategic Plan identifies five KRAs on which performance will be measured. These are gender equality and women empowerment; labour, employment and productivity; social protection and livelihoods enhancement; institutional capacity development; and community mobilisation, culture and empowerment. The three DWCP III 2025/26-2029/30 priorities and five CPOs maps seamlessly into the five KRAs of the Plan, hence consistent and aligned. The DWCP III 2025/26-2029/30 outcomes and outputs also align to FUE's Strategic Plan (2024-2026). The plan seeks to increase the growth and retention rates in FUES's membership; build FUE's institutional capacity to deliver quality services to employers and its other stakeholders; and enhance FUE's relevance to the society.

At the regional level, the DWCP III 2025/26-2029/30 priority areas and CPOs are consistent with the aspirations entrenched in the African Union (AU) Commission Agenda 2063. The DWCP priorities and outcomes are particularly aligned to the first, third and sixth aspirations of the AU Agenda 2063. The first aspiration focuses on building a prosperous Africa based on inclusive growth and sustainable development while the third aspiration envisages an Africa of good governance, democracy, respect for human rights, justice and the rule of law. The sixth aspiration envisions an Africa whose development is people-driven, relying on the potential offered by African people, especially its women and youth, and caring for children.

The DWCP III 2025/26-2029/30 priority areas and outcomes are also aligned to the First Ten-Year Implementation Plan (2014-2023) of the AU Agenda 2063. The strategic priority areas in the Plan, which are relevant to the DWCP include incomes, jobs and decent work; social security and protection including PWDs; and education and science, technology and innovation (STI) skills-driven revolution. Other strategic priority areas of the Plan, which the DWCP III 2025/26-2029/30 aligns to are women and girls' empowerment; violence and discrimination against women and girls; and youth empowerment and children.

The DWCP III priorities and outcomes are also consistent with the policy outcomes in the ILO's Programme and Budget for the Biennium 2024-25, and the 2019 Abidjan Declaration on *Advancing Social Justice: Shaping the future of work in Africa.* Specifically, the first priority area of the DWCP III on shared prosperity in a healthy environment is aligned to the third, fourth and sixth outcomes of the ILO Programme and Budget for the Biennium 2024-25.

The third outcome of the ILO Programme and Budget for the Biennium 2024-25 is Full and productive employment for just transitions. This is linked to the fourth outcome, which focuses on sustainable enterprises as generators of employment and promoters of innovation and decent work. One of the outputs of outcome three of the Programme and Budget for the Biennium 2024-25 is on inclusive, sustainable and resilient skills and lifelong learning systems to facilitate access to and transitions into the labour market. This acts as an important enabler to achievement of the DWCP III outcomes.

The second priority area of the DWCP III on human wellbeing and resilience is aligned to the fifth, sixth, and seventh outcomes of the Programme and Budget for the Biennium 2024-25. The fifth outcome of the Programme and Budget for the Biennium seeks to ensure gender equality and equal opportunities and treatment in the world of work. The sixth outcome focuses on adequate and effective protection at work for all, while the seventh outcome aspires to ensure comprehensive and sustainable social protection for all.

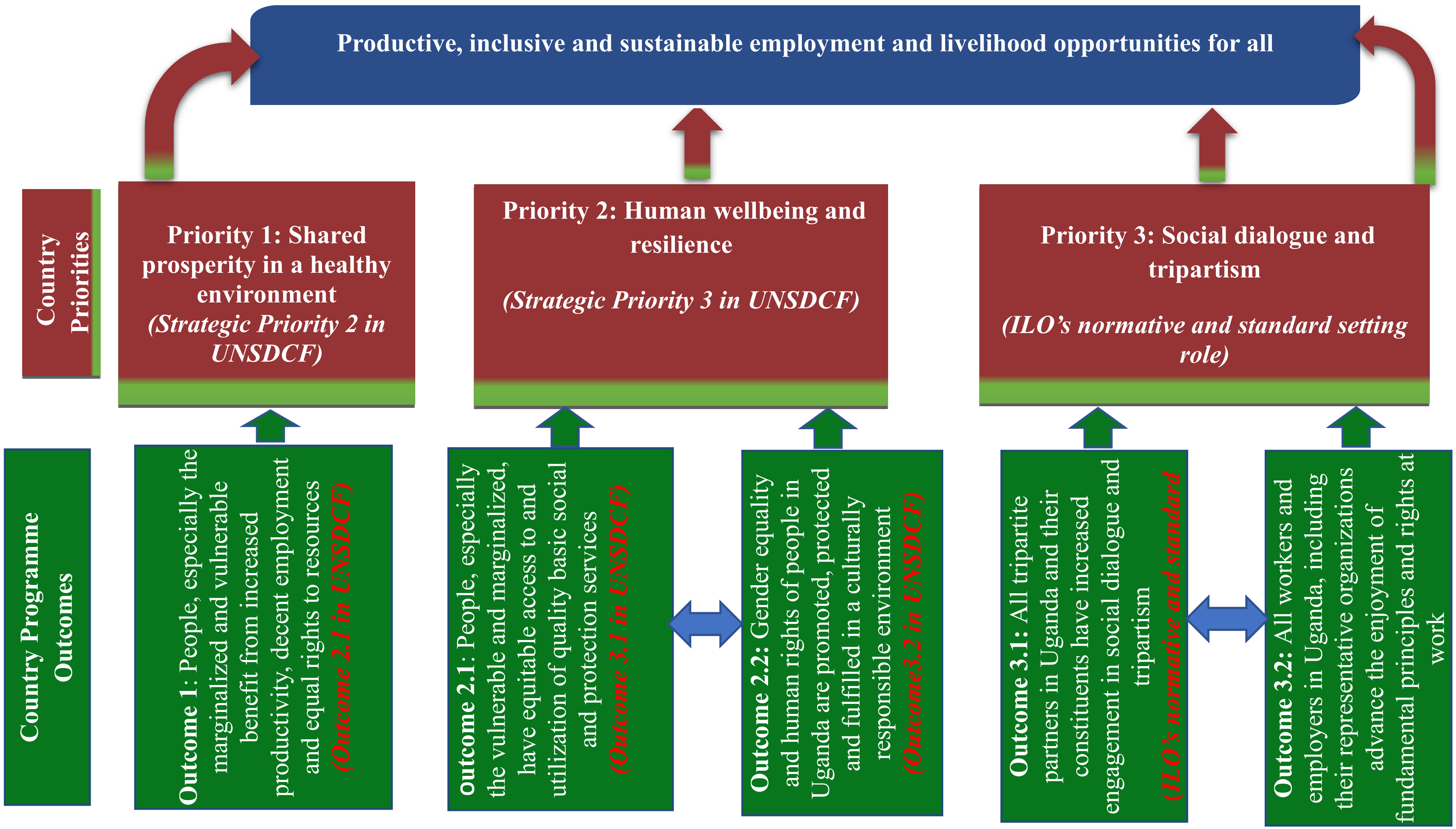
Finally, the third priority area of the DWCP III on social dialogue and tripartism is consistent with the first, second and sixth outcomes of the Programme and Budget for the Biennium 2024-25. The first outcome envisions a Strong, modernized normative action for social justicewhile the second outcome is on strong, representative and influential tripartite constituents and effective social dialogue. The sixth outcome is adequate and effective protection at work for all. The three outcomes of the Programme and Budget for the Biennium 2024-25 are at the core of social dialogue and tripartism as captured in the DWCP III.

The DWCP III 2025/26-2029/30 priority areas and outcomes are also aligned to the seven strategic outcomes of the 2019 Abidjan Declaration. The strategic outcomes are jobs for Africa's youth; improved skills and technology; inclusive transformation for decent work in the formal and informal economy; and a conducive environment for sustainable enterprises. The other outcomes of the Abidjan Declaration are vibrant tripartism and social dialogue; social and labour protection for all; and effective labour standards and gender equality. The three DWCP III 2025/26-2029/30 priority areas and outcomes maps almost directly onto the strategic outcomes of the Declaration. The DWCP III 2025/26-2029/30 priority areas and CPOs also have a strategic sync with a number of goals and targets in the UN 2030 Agenda for Sustainable Development as illustrated in Appendix 1.

3.3 Country priorities and country programme outcomes

The tripartite-plus partners in Uganda identified three country priorities and five CPOs for the Uganda DWCP III 2025/26-2029/30 .The first priority area has one CPO while the second and third priority areas have two CPOs (Figure 1). Detailed information on the country priority areas, CPOs and outputs, including performance indicators are in the Results Matrix in Appendix 2.

Figure 1: Country priorities and country programme outcomes



3.4 Country programme outcomes, theory of change and outputs

The TOC underpinning Uganda DWCP III 2025/26-2029/30 is illustrated in Figure 2. It is based on the logic that shared prosperity in a healthy environment is an important foundation for national transformation as well as a pre-condition for realization of inclusive and sustainable socio-economic development across Uganda. This includes interventions in key enablers such as increased investment in building human well-being and resilience, and promotion of gender-responsive and inclusive social dialogue and tripartism. Actualization of the three DWCP III 2025/26-2029/30 priorities will make Uganda to actualize productive, inclusive and sustainable employment and livelihood opportunities for all. The sections that follow outline the TOC for each of the CPOs and the expected outputs.

Figure 2: Theory of change for Uganda DWCP III 2025/26-2029/30

3.4.1 Country priority 1: Shared prosperity in a healthy environment

Outcome 1: *People, especially the marginalized and vulnerable benefit from increased productivity, decent employment and equal rights to resources.*

The ILO and its constituents in Uganda will address two immediate causes of low structural transformation of the economy. These are high un-and-under-employment and a missing middle of vibrant, productive and sustainable MSMEs connected to domestic and global supply chains; and low productivity and value-addition as well as weak market integration. Skills for a changing economy will be developed by putting in place school-to-work transition models as well as investing in apprenticeship and internship programmes for women, youth, PWDs, refugees and host communities, and other vulnerable groups. This intervention is targeted at bridging the skills mismatch within the labour market. It will be implemented in partnership with the private sector and TVETs.

The government and stakeholders will also support the transitioning to more environmentally sustainable economies. This will partly be actualized by reviewing skills development policies to ensure they support responsive training, capacity building and curricula. Priority will be given to a reorientation that targets provision and acquisition of skills for green jobs and green entrepreneurship.

Strengthening capacities of public and private institutions including trade unions, and employer and business membership organizations (EBMO) to increase investments in productive sectors, and develop and implement responsive labour market policies and regulations will also be an important intervention. Furthermore, strengthening of public employment services for both local and foreign employment to absorb the growing labour force, especially for women, youth, PWDs, refugees and host communities and other vulnerable groups will be also undertaken. Appropriate active labour market policies and programmes to address employment creation and labour market absorption gaps will also be designed and implemented.

Mitigating the socio-economic impact of COVID-19 pandemic by protecting jobs and ensuring the survival of enterprises/businesses hit hardest, especially in the informal economy will be part of the short-term interventions under the DWCP. In the longer-term, the Uganda government will continue with interventions towards ensuring inclusive and sustainable economic growth and development. In this context, development of sustainable MSMEs through provision of better services and financial support, improving value chains, increasing prospects of the agricultural sector and the rural economy, faster movement towards digitalization, and greater efforts to take advantage of regional markets will be key action points. Ensuring that women, whether as entrepreneurs, business owners or workers, benefit fully from public support will be an explicit agenda of the DWCP.

Systematically strengthening the environment for MSMEs to create decent jobs and livelihoods opportunities at-scale, raise incomes, trigger sustained and significant improvements in productivity, and increase value addition and exports will be another intervention under the DWCP III 2025/26-2029/30. Strategic actions under this will include supporting institutional reforms to promote productivity and competitiveness within the sector; policy, legal and regulatory reforms targeting formalization, licensing, taxation and financing of the MSMEs; and ensuring expanded access to business development services (BDS).

Other interventions will be promotion of access to acquisition of entrepreneurial skills, technological adaptation, and innovation especially through application of digital technology.

Focus will also be made on leveraging innovation as an accelerator of structural economic transformation across multiple areas of work, to introduce new services and technologies, create additional avenues for job creation, and raise productivity and competitiveness particularly in the productive sector. Overall, the government in collaboration with social partners and other stakeholders will integrate provisions for just transition in the development agenda of line MDAs. This is expected to promote a healthy environment and just transition for all.

A number of assumptions underlie achievement of this outcome. Key among them is existence of conducive social, economic and political environment that promotes inclusive economic growth and creation of productive and sustainable employment opportunities. It is also considered that both public and private sector institutions in Uganda will be interested and actively participate in capacity building activities aimed at enhancing productivity. This presupposes that the government, business, workers and community in Uganda adopt a productivity mindset for improved competitiveness. To enhance labour intermediation, the TOC assumes existence of a well-functioning web-based labour market information system that integrates job-matching database, and the management information systems for external employment, internal employment, labour claims, labour administration, j*ua kali* and returnee migrant workers. To enhance equity in access to employment opportunities, the TOC assumes that barriers and discriminatory norms that limit participation of women, youth, and persons with disabilities in the labour market are addressed.

The specific outputs under this CPO are:

Output 1.1: Strengthened capacity of institutions and people, especially the vulnerable and marginalized, to promote the delivery and adoption of integrated, innovative, equitable and inclusive strategies for improved productivity, value chain enhancement and market access;

Output 1.2: People, especially women and youth, have improved access to and utilize innovative practices, technologies, finances, natural and productive resources for decent employment and livelihoods;

Output 1.3: Strengthened capacity of public and private sector organizations to increase investments in productive sectors, and develop and implement responsive policies and regulations; and

Output 1.4: Access to decent employment and livelihood opportunities in formal and informal sectors improved particularly for youth, women and PWDs

3.4.2 Country priority 2: Human well-being and resilience

Outcome 2.1: *People, especially the vulnerable and marginalized, have equitable access to and utilization of quality basic social and protection services*

Uganda's Constitution provides the framework for establishing a social protection system that ensures access to basic healthcare and adequate income security for all citizens. However, key challenges remain insufficient coverage and weak framework for financial sustainability. Establishment and maintenance of a sustainable social protection system requires stimulating employment rates and formalizing employment. This would reduce widespread precarious employment, evasion of social security contributions, vulnerability, and minimize funding gaps.

The theory of change under this outcome rests on the logic that if the ILO and its constituents strengthens the capacities of government and non-government institutions to effectively manage and deliver sustainable and inclusive quality social and protection services, it will promote design and implementation of social protection floors as a fundamental element of the country's social security systems; and implement social protection floors with strategies for extending social security coverage to all in Uganda. Such intervention will progressively ensure higher levels of social security coverage, increase long-term financial sustainability of social security systems, and create a fiscal space to ensure adequate minimum benefits. The end results would be adequate benefits, higher coverage, reduced vulnerabilities and improved standards of living of the population.

Also, if people, especially the vulnerable and marginalized are empowered to utilize quality basic social and protection services; and if policy and regulatory environment in Uganda is strengthened to promote equitable access and utilization of rights based and gender-responsive social and protection services, households will be cushioned from vulnerability. This is because the system will promote prevention, mitigation and response to shocks. It will not only aid individual protection also protection assessment. Such intervention will contribute to a healthy, educated, and skilled population and workforce thereby boosting wellbeing, inclusion, resilience, productivity and incomes of the citizens.

The ILO together with its partners will, thus, focus on strengthening the quality of and access to basic social and protection services. It will also address disparities in access to quality basic social and protection services by women, youth, PWDs, refugees and host communities, and other vulnerable groups, and geographical regions. Mechanisms will also be put in place to identify communities at greater risk of impacts of climate change and apply targeted interventions to minimize the impacts. These aspirations will be achieved through strengthening of systems vide better trained and skilled workforce, including community-based providers, advocacy for sustainable financing policies, and improved data generation for effective management of social protection services.

Similarly, if children engaged in child labour, and TiP victims are enabled to find safe, dignified and voluntary solutions to rebuild their lives in sustainable ways, their well-being will be improved. Interventions under this output will increase space for empowerment of children and TiP survivors, facilitate them to enjoy high-quality and lifelong education, and have equal opportunities. Achievement of this output will be reinforced by implementation of the NAP (2020/21-2024/25).

Achievement of the DWCP outcome on equitable access to and utilization of quality basic social and protection is dependent on a number of assumptions. A major assumption is that health, education and social protection systems have adequate resources, and are effective and efficient, and that the Government of Uganda is effectively funding social and protection services, and focused on increasing coverage. For sustainability, achievement of the outcome is also anchored on the assumption that the institutional framework for social protection is effective and efficient, and that the country's economic and social policies are geared towards inclusive and sustained economic growth, expansion of social protection coverage, and reduction of poverty and inequalities. Existence of effective and efficient system for integrating gender and human rights in basic social and protection cannot also be gainsaid.

The specific outputs under this outcome are:

Output 2.1.1: Strengthened capacity of government and non-government institutions at national and subnational levels to effectively manage and deliver sustainable and inclusive quality social and protection services;

Output 2.1.2: People, especially the vulnerable and marginalized are empowered to utilize quality basic social and protection services;

Output 2.1.3: Strengthened policy and regulatory environment to promote equitable access and utilization of rights based and gender-responsive social and protection services that prevent, mitigate and respond to shocks and stress; and

Output 2.1.4: Children engaged in child labour, and TiP survivors enabled to find safe, dignified and voluntary solutions to rebuild their lives in sustainable ways.

Outcome 2.2: *Gender equality and human rights of people in Uganda are promoted, protected and fulfilled in a culturally responsive environment*

The theory of change underpinning this aspiration is informed by the fact that if the capacity of state and non-state actors to uphold positive social, cultural norms, values and practices that promote human rights, equality and discrimination is strengthened; and if their capacities to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender-responsive, accountable and sustainable manner is also strengthened, then there will be a conducive environment for promoting gender equality and women's empowerment (GEWE) in Uganda.

Further, if CSOs, trade unions, EBMOs, and other social economy entities, especially those that are formed, led and run by women, or those representing women, youth, PWDs, refugees, host communities and other vulnerable groups have enhanced knowledge and skills to meaningfully engage in a gender-responsive and rights-based approach to decision-making, they will create spaces to amplify their voices. The intervention will also lead to growth in confidence amongst women, youth, PWDs, refugees, host communities and other vulnerable groups, and increase their knowledge and awareness of the strategies they can use to ensure that their voices are heard and reflected in governance and service delivery structures in the country. With these, the key population groups will be empowered and be able to engage other actors, and lobby and advocate for requisite policy, legal and institutional frameworks to promote and enforce GEWE and non-discrimination in all spheres of life, including workplaces.

Also, if women, youth, PWDs, refugees, host communities and other vulnerable groups have enhanced understanding of their human rights, including accountability and redress seeking mechanisms, they will be able to identify and report rights violations. This will create a conducive environment for addressing violence against children (VAC), violence against women (VAW), gender-based violence (GBV) including sexual and gender-based violence (SGBV) and other forms of violence. Furthermore, if women are empowered to assume transformational leadership roles in the public and private sector, they will be encouraged to vie for political seats at national and subnational levels, and be represented in decision-making structures.

Migrant workers, returnee migrant workers, refugees and host communities form an important segment of Uganda’s labour force. The DCWP change strategy for this population group is that if they are enabled to improve their employability, access decent jobs and livelihood opportunities, it will lead to their self-reliance and resilience. The DWCP envisaged change is resilient, sustainable and inclusive development of migrant workers, returnee migrant workers, refugees and host communities.

A number of interventions will be undertaken within the framework of the DWCP to actualize the CPO and the programme outputs. The ILO, social partners and other stakeholders will partner, design and roll out a sensitization programme that encourages state and non-state organizations at national and subnational levels to design and implement programmes and initiatives that address values and practices that promote human rights, equality and non-discrimination. The organizations will also be encouraged to embrace gender-responsive strategic planning. Furthermore, government institutions at national and subnational levels will be required, within the framework of performance contracting, to design and implement policies and procedures for dealing with sexual harassment, discrimination, harmful practices, VAC, VAW and other forms of violence. The ILO, social partners and other stakeholders will also lobby government to increase budgeting towards GEWE.

The MGLSD with the support of the ILO and other development partners will collaborate with UBOS to generate and disseminate gender and human rights-responsive data. The partners will also implement programmes aimed at sensitizing organizations on how to utilize the data planning, advocacy and budgeting.

To promote safe, orderly and regular labour migration, the MGLSD with the support of the ILO and International Organization for Migration (IOM) will put in place policy and institutional frameworks aimed at promoting ethical recruitment practices. This would include building capacities of PEAs, MGLSD, relevant MDAs and CSOs to provide oversight in detecting, reporting and dealing with unethical recruitment and other worker rights violations. Pre-departure orientation and training will also be strengthened to ensure quality outcomes. This is besides establishing a Migrant Resource Centre to facilitate collection, analysis and dissemination of labour migration data for effective planning, monitoring, advocacy and budgeting.

The government will also continue to map out, and develop and negotiate BLAs and memorandum of understanding (MOU) with governments of friendly and needy destination countries. This will be besides deployment of labour attaches in priority destination countries. In addition, the ILO and the constituents in Uganda will implement the JLIRP (2020/21-2024/25) to promote self-reliance and resilience of refugees and host communities.

Promotion, protection and fulfilment of gender equality and human rights of the people in Uganda in a culturally responsive environment is anchored on a number of assumptions. One of the underlying assumptions to this outcome is existence of effective and efficient system for mainstreaming gender equality and human rights in the country. Realization of the outcome is also based on the assumption that employers uphold gender equality in employment and remuneration. Effective implementation of programmes for promoting human rights, equality and non-discrimination by government and non-government institutions is also important to achievement of this outcome. Furthermore, advancement of gender equality and human rights of the people in Uganda as envisaged in the DWCP is hinged on institutions adopting and implementing policies and interventions that deal with sexual harassment, discrimination, harmful practices, VAC, VAW and other forms of violence.

An important population group with deficits in advancement of gender equality and human rights are migrant workers, returnee migrant workers, and refugees and host communities. Vulnerability of this group is heightened by weak frameworks for employability, and access to decent jobs and livelihood opportunities. Achievement of gender equality and human rights of the people in Uganda is, therefore, also dependent on the assumption that PEAs in Uganda and destination countries engage in ethical recruitment practices. It is also reliant on the Government of Uganda and relevant stakeholders promoting and remaining committed to fair and ethical recruitment practices, and safe labour migration. Achievement of the outcome is also based on the assumption that refugees and host communities are equipped with skills that facilitates them to exploit their employment potentials.

The outputs relevant to this CPO are:

Output 2.2.1: Strengthened capacity of government and non-government institutions at regional, national and subnational levels to uphold positive social, cultural norms, values and practices that promote human rights, equality and non-discrimination;

Output 2.2.2: Strengthened capacity of government and non-government institutions to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender responsive, accountable and sustainable manner; and

Output 2.2.3: Migrant workers, returnee migrant workers, and refugees and host communities enabled to improve their employability, and access decent jobs and livelihood opportunities.

3.4.3 Country priority 3: Social dialogue and tripartism

Outcome 3.1: *All tripartite partners in Uganda and their constituents have increased engagement in social dialogue and tripartism*

Uganda's Constitution and labour laws entrench social dialogue and tripartism. This is further strengthened by ratification of Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144) by the government in 1994. Advancement of social dialogue and tripartism is operationalized by the National Tripartite Charter on Labour Relations signed by the tripartite partners in 2013. The policy and legal instruments provide the framework for advancement of social dialogue, tripartism and workplace cooperation by all parties. Employers' and workers' organizations, industrial court and labour administration systems further form part of the country's institutions of social dialogue. Despite these, Uganda reports low levels of advancement of tripartism and social dialogue inclusive of workplace cooperation.

Weak practice and exercise of the core principles of effective social dialogue and tripartism is contributed by a number of factors. These include weak and non-representative employers' and workers' organizations; low institutional capacity of public sector social dialogue institutions; and inadequately resourced MGLSD and labour administration systems. Another constraint is low levels of inclusion of women, youth, PWDs and other vulnerable groups in social dialogue and tripartism.

The theory of change underpinning social dialogue and tripartism in Uganda is based on the logic that strong, democratic, independent and representative employers' and workers' organizations; effective and adequately resourced labour administration systems; and robust and inclusive social dialogue institutions and processes are fundamental to good labour market governance, advancement of fundamental principles and rights at work, and promotion of decent work. The change strategy is also based on the premise that social dialogue in all its forms is critical for policy coherence and effective crisis and resilience management. A 2022 study by the ILO and FUE[57] demonstrated the undisputed value of social dialogue in delivering immediate, inclusive and effective policy responses to counter the pandemic and anchor recovery process.

In light of the foregoing, the DWCP III 2025/26-2029/30 puts premium on strengthening institutional capacities of MGLSD, FUE, COFTU, NOTU and other social dialogue institutions. The target is to empower the institutions to be able to develop forward-looking solutions to sustain and improve operations. This is critical if the institutions are to reinforce their leadership and advocacy roles, review service provision and delivery mechanisms, and enhance policy advocacy and influence. Within this framework, FUE, COFTU, NOTU and their affiliates will be empowered to develop and implement innovative strategies for enhancing membership organization, recruitment and retention.

The ILO and its constituents in Uganda will also advocate for legal and institutional reforms necessary for facilitating inclusive and effective social dialogue and tripartism. Emphasis will be put on building and maintaining strong and well-resourced labour administration systems. The ILO will contribute to strengthening of the capacity of labour administrators through a gender-responsive and integrated approach to labour market regulation and labour law compliance. The twin interventions are expected to contribute to good labour market governance, increase compliance with labour laws and ILS, and promote sound workplace relations and evidence-based policymaking.

The ILO will also partner with the MGLSD to develop modern, innovative and strategic labour inspectorates. This contribution is significant in supporting growth of competitive labour markets through provision of gender-responsive labour advisory services and information. This is besides ensuring effective enforcement of legal provisions relating to protection of workers. Emphasis will also be placed on improving industrial relations and working conditions across the economy in general and in sectors and sub-sectors with high potential for increasing employment, enterprise formation, incomes, output and value addition.

[57] International Labour Office and Federation of Uganda Employers (2022). *The Next Normal: The changing workplace in Uganda*, Geneva: International Labour Office

Realization of the DWCP outcome on increased engagement in social dialogue and tripartism, and advancement of fundamental principles and rights at work is dependent on a number of assumptions. A key assumption is existence of political will and continuous support and commitment to social dialogue and tripartism by all labour market actors. Achievement of the outcome is also reliant on commitment and good will by the tripartite partners to practice social dialogue intensively, consistently and continuously. The role of good faith by the bipartite partners to promote cooperation, consultation and ADR; and strong will by government, workers, employers and their representative organizations, and other partners to institutionalize and promote ADR in Uganda is key. For the outcome to be realized, the Government of Uganda, workers and employers must uphold tenets of industrial democracy and tripartism. They must also subscribe to and respect the right to freedom of association, collective bargaining and other fundamental principles and rights at work.

The outputs envisaged from this CPO are:

Output 3.1.1: Policy, legal and institutional frameworks for inclusive social dialogue strengthened; and

Output 3.1.2: Policy, legal and institutional frameworks for effective practice of labour administration at regional, national and subnational levels strengthened

Outcome 3.2: *All workers and employers in Uganda, including their representative organizations advance the enjoyment of fundamental principles and rights at work*

Employer and business membership organizations (EBMOs) played a critical role particularly in helping businesses to address economic and social impact of COVID-19 pandemic. Equally, the pandemic exposed weaknesses in EBMOs' value propositions to members. It also challenged the longstanding strategies that EBMOs have used for membership organization, recruitment and retention; development and delivery of products and services; and advocacy and policy influencing. In Uganda, the COVID-19 pandemic forced some EBMOs to shift their workplaces from offices to employees' homes while others opted for a hybrid model that balanced in-person and remote working modes. About 28 per cent of workers in Uganda reported having worked remotely during the COVID-19 pandemic[58]. The EBMOs surveyed also reported that they realized improved labour relations during the pandemic. The COVID-19 pandemic also triggered changes in enterprise skill needs, and reorientation in human resource management strategies.

Similarly, the COVID-19 pandemic has added a new source of urgency to the challenges facing workers and their organizations as they attempt to be responsive to the changing world of work. The survey on the effect of COVID-19 pandemic on EBMOs in Uganda showed that about two in five (38%) of the workers studied reported improved workplace relations during the pandemic while 26 per cent experienced a deterioration in the labour relations. The study also established that the pandemic increased the premium that workers and employers attach to trade unions and EBMOs. The pandemic also revealed gaps in law, skills and productivity management among other important parameters.

[58]International Labour Office and Federation of Uganda Employers (2022). *The Next Normal: The changing workplace in Uganda*, Geneva: International Labour Office

The change approach for this outcome is anchored on the fact that advancement of fundamental principles and rights at work inclusive of recovery from the COVID-19 crisis is dependent on existence of strong, democratic, independent and representative employers' and workers' organizations. It is also based on the logic that ILS provides a foundation that government and social partners use in post-crisis recovery period to build a more resilient, fair and inclusive labour market.

The DWCP III 2025/26-2029/30 interventions under this outcome include building capacities of FUE, NOTU, COFTU and their affiliates to promote effective membership organization, recruitment and retention; service delivery; and policy influencing. Specifically, FUE and its affiliates will be supported through a customized institutional capacity building model that facilitates cost-effective replicable solutions and knowledge sharing. The ILO will also support FUE and its affiliates to develop and implement digital, scalable and sustainable services targeting existing and potential members. The FUE affiliates and other EBMOs will also be encouraged to engage in productivity promotion, maintain an enabling environment for growth and development of sustainable enterprises, and participate in policy-oriented advocacy.

The workers' organizations, namely NOTU and COFTU together with their affiliates will be empowered to exercise leadership, demonstrate relevance and provide quality services to their members. In this respect, the ILO will partner with NOTU, COFTU and their affiliates to build their capacities to analyze and make informed forecasts and choices for the benefit of members. The workers' organizations will also be encouraged to partner with MGLSD, FUE and other EBMOs to nurture and develop a conducive environment for exercising qualitative and meaningful social dialogue based on trust and respect of their rights and interdependence. The ILO will also build the capacities of the tripartite partners to develop policy-oriented proposals for negotiations at bipartite and tripartite levels. These would include proposals for public policy dialogue towards review of labour laws to align to the requirements of the changing world of work.

The tripartite partners will also be supported by the ILO to conduct a mapping to identify and prioritize Conventions to be fast-tracked for ratification and domestication within the DWCP III 2025/26-2029/30 period. The partners will then be supported to undertake a gender-responsive and inclusive lobbying and advocating activities to push for ratification and domestication of the prioritized Conventions. The tripartite-plus partners will also be supported to consider and promote those ILS that are most relevant to the just transition framework towards environmentally sustainable economies and societies. The ultimate goal would be for the relevant ILS to be ratified and fully implemented. The partners will also be encouraged to adopt gender-responsive multi-stakeholder approaches in developing reports on the application of ratified Conventions and in supporting the government in executing her reporting obligations to the CEACR.

The DWCP III 2025/26-2029/30 outputs under this outcome are:

Output 3.2.1: Increased institutional capabilities of EBMOs, and workers' organizations to attract new membership such as migrant workers, refugees and informal economy workers, integrate gender-responsive strategies in their work, influence policymaking and engage in inclusive social dialogue; and

Output 3.2.2: International labour standards, and authoritative and effective supervision improved.

3.5 Risk assessment and mitigation

The DWCP III 2025/26-2029/30 formulation process identified internal and external risks that may undermine achievement of the outcomes. The internal risks with the greatest potential for influencing realization of the DWCP outputs and outcomes include slow and non-inclusive economic growth. This breeds inequalities and undermines the capacity of the economy to create productive and sustainable jobs capable of matching the growth in the labour force. Socio-economic disparities coupled with high levels of un-or-under-employment pose social, economic and environmental threats. This may trigger a shift in government attention away from implementation of the DWCP III 2025/26-2029/30.

The DWCP III 2025/26-2029/30 implementation framework is grounded on the principle of the whole of government approach. Thus, any form of resistance by MDAs and LGs to collaborate will undermine implementation and subsequent achievement of the DWCP III 2025/26-2029/30 outcomes. Furthermore, communal and/or politically motivated conflicts such as on land or ethno-politics has the potential of creating access constraints to agricultural land, labour markets and livelihood opportunities. Conflicts also make locations and populations targeted for provision of social and protection services to be hard to reach. Coupled with dwindling resource allocations to basic social and protection services, there might be an increase in vulnerable population.

Persistent natural and/or climate change-induced disasters such as floods and locust invasion negatively impact cost of living, inclusive of economic growth and employment. Occurrence of such disasters during the DWCP III 2025/26-2029/30 period will be a negative antecedent to its implementation. Connected to this is the risk of pandemics such as COVID-19 and epidemics such as Ebola. Pandemics and epidemics may halt, slowdown or reverse economic and social development gains. The lagged medium-to-long-term impacts of COVID-19 may also affect the country's economic recovery. Further, increased cases of SGBV may lead to backlash in empowerment efforts towards women, youth, PWDs and other vulnerable groups.

Externally, conflicts in neighbouring countries such as South Sudan and DRC may lead to influx in refugees and reduce cross-border trade. Also, overseas development assistance flows may decrease due to COVID-19 induced global economic downturn or diversion of resources by development partners to other fragile countries or states in conflict such as Ukraine. These may affect resourcing of DWCP by government and other partners.

The DWCP III 2025/26-2029/30 has been designed to address and mitigate as well as prevent, where possible, the adverse effects of these risks. The main risk mitigation strategy to be adopted is to build the capacity of the government, social partners and other stakeholders to understand and appreciate the benefits of the DWCP III 2025/26-2029/30, and the significance of resourcing it. The risk mitigation strategy also aims to strengthen collaboration and partnership amongst tripartite-plus partners so as to increase their capacities to adapt and mainstream risk informed approaches to implementation of the DWCP III 2025/26-2029/30 in their activities. This includes joint monitoring, early warning, mitigation and response to ongoing and emerging risks. Internal collaboration and coordination efforts will also be strengthened to promote collection, analysis, dissemination and sharing of labour market data and information.

Efforts will also be made to intensify constituents' advocacy and outreach to raise awareness and enlist buy-in of tripartite-plus partners on the need for building institutions, promoting access to fundamental principles and rights at work, and embracing open and honest communication and engagement amongst partners. The tripartite partners will also have frequent engagement with the government and ensure that government spending, particularly on labour and employment are integrated in government's post COVID-19 economic recovery agenda. The ILO and its constituents in Uganda will join hands with other state and non-state actors, and development partners to build resilience and adaptation to climate shocks and risks across the country.

The partners will also approach new partners with evidence-based proposals to raise more resources for implementation of the DWCP. The ILO, working in the framework of the UNCT, will support Uganda government in designing and implementing an Integrated National Financing Framework to address the financing gaps, which might constrain implementation of the DWCP III 2025/26-2029/30 and other programmes.

A key risk mitigation strategy will be strengthening of the institutional framework for implementation, management and oversight of the DWCP III 2025/26-2029/30. Three organs will be established to spearhead implementation of the DWCP III 2025/26-2029/30 and accountability for its results. The National Steering Committee (NSC)[59] will be established to oversight implementation and management of the DWCP III 2025/26-2029/30. The Technical Working Committee (TWC)[60] will be the technical arm of the NSC while the Decent Work District Steering Committees (DWDSC) will be responsible for cascading and coordinating implementation of the DWCP III 2025/26-2029/30 at subnational levels.

[59]A 17-member committee, with equal gender representation, under the MGLSD and chaired by the Permanent Secretary, MGLSD. Terms of Reference for the NSC is in Appendix 3.
[60]The TWC will consist of selected technical persons drawn from the organizations represented in the NSC, with equal gender representation. Terms of Reference of the TWC, and its operational and reporting structure will be developed by the NSC.

MANAGEMENT, IMPLEMENTATION, MONITORING AND EVALUATION

4.1 Implementation, management and oversight

Overall management of Uganda DWCP III 2025/26-2029/30 is bestowed on the NSC. The NSC will oversight IME&R of the DWCP III 2025/26-2029/30, provide policy guidance, lead resource mobilization, popularize the Plan, and direct lobbying, advocacy and communication activities. It will also ensure active participation and engagement of all key stakeholders, and continued alignment of the DWCP III 2025/26-2029/30 to national priorities. The NSC will also advise the tripartite-plus partners on any adjustments to areas of work in support of the DWCP III 2025/26-2029/30 outcomes; and periodically review and evaluate DWCP III 2025/26-2029/30 activities and their impact in the country.

The NSC will be a 17-member multi-stakeholder committee with inclusivity in respect to gender, PWDs and marginalized groups, appointed by the Minister (MGLSD) and chaired by the Permanent Secretary in the Ministry. The NSC will meet quarterly and draw membership from Office of the President (OP); Office of the Prime Minister (OPM); Ministry of Finance, Planning and Economic Development (MFPED); Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); Ministry of Education and Sports (MOES); Ministry of Local Government (MOLG); Ministry of Justice and Constitutional Affairs (MoJCA); and Ministry of Trade, Industry and Cooperatives. Other members of the NSC will come from Ministry of Public Service (MOPS); Private Sector Foundation Uganda (PSFU); FUE; COFTU; NOTU; and ILO. The NSC will also include a representative from CSOs with a national outlook, Uganda Registration Services Bureau and a representative from the development partners' group.

The NSC will be supported by the TWC. Both the NSC and NTC will get further technical and logistical support from a programme support team that will be recruited and deployed by the MGLSD, and charged with day-to-day implementation of the DWCP III 2025/26-2029/30. Operations of the NSC and TWC will be domiciled and coordinated by the MGLSD. A DWDSC under the leadership of the Chief Administrative Officer will be established in each district level to coordinate implementation of the DWCP III 2025/26-2029/30 at the local level. The members of the committee will be district labour officers, representatives of FUE, NOTU, COFTU, PSFU and CSOs at the local level, and heads of finance; planning; production and marketing; and social services at the districts. Implementation of the DWCP III 2025/26-2029/30 will be based on the Implementation Monitoring Plan (Annex 1).

A training needs assessment (TNA) will be conducted prior to implementation of the Plan. The purpose will be to identify existing expertise or lack of it among the NSC, TWC, programme support team and DWDSCs to facilitate provision of targeted skills training. Of importance will be to ensure that the existing or needed gender expertise of the key people charged with the responsibility of implementing, managing and oversighting the DWCP III 2025/26-2029/30 is provided prior to implementation, and their reskilling needs integrated in the IME&R plan. This is crucial to ensure that the DWCP III 2025/26-2029/30 decision-making and executing organs include gender experts to guarantee realization and sustainability of its gender-responsive results.

4.2 Monitoring, reporting and evaluation

Monitoring and evaluation (M&E) of the DWCP III 2025/26-2029/30 will focus on measuring its outcomes and impact as well as to track progress of implementation against targeted results and the link between outputs and outcomes. This will not only be important for reporting but also to facilitate learning through analyzing the data collected, questioning why a target has not been achieved and documenting lessons learnt. Monitoring of the DWCP III 2025/26-2029/30 will be based on the Results Monitoring Plan (Annex 2).

An effective M&E require existence of a strong and institutionalized M&E system. The MGLSD in partnership with FUE, NOTU and COFTU, and with the support of the ILO will integrate the DWCP III 2025/26-2029/30 M&E system with the already establish and institutionalized Uganda national M&E system. This integration will ensure that the M&E capacities within the government and that of the DWCP III 2025/26-2029/30 are reinforced. The ILO constituents, including the members of the NSC and TWC will be trained on the system, and other M&E processes. Joint field monitoring visits will be conducted regularly by NSC, TWC, MGLSD, FUE, NOTU, COFTU and ILO. The NSC, with the support of the MGLSD, will ensure that M&E and reporting teams include gender experts and/or academicians and women's rights advocates. This is expected to ensure effective integration, mainstreaming and sustaining of the gender-responsive results of the DWCP III 2025/26-2029/30.

The Results Monitoring Plan will be the main tool for joint collection of field-level qualitative and quantitative information on DWCP III 2025/26-2029/30 results, processes and activities. An analytical Annual Progress Report (APR) on implementation of the DWCP III 2025/26-2029/30 will be developed by the programme support team and TWC, and submitted to the NSC for review, and adoption of recommendations. The purpose of the APR will be to capture, report and communicate results and progress of DWCP III 2025/26-2029/30. It will also form the basis for reporting to the MGLSD leadership, and promoting knowledge management.

Finalization and subsequent launch of the Uganda DWCP III 2025/26-2029/30 is coming at an important time when the implementation period of both the country's NDP III (2020/21-2024/25) and the UNSDCF (2021-2025) are ending in 2025. This presents an opportunity for the DWCP III 2025/26-2029/30 to be used as an input in the formulation of Uganda's next generation NDP and UNSDCF. The situation also calls on the NSC to put in place mechanisms to review the DWCP III 2025/26-2029/30 possibly in 2025 once the next generation NDP and UNSDCF have been finalized.

The DWCP III 2025/26-2029/30 will be evaluated at three levels. Annual evaluation will be carried out by the TWC and reports submitted to the NSC for discussion and guidance. Subject to the review in 2025, mid-term evaluation of the DWCP III 2025/26-2029/30 may be conducted during the second half of 2026/2027. The aim of the evaluation will be to take stock of achievement and identify anything that may warrant reorientation and/or adjustment of the Plan. A final evaluation will be done at the end of 2027/28. It will assess the relevance, coherence, efficiency, effectiveness, impact and sustainability of the DWCP III 2025/26-2029/30 interventions. Both mid-and-end term evaluations will be conducted by an independent external evaluator under technical oversight of the ILO. This will be done in coordination with the constituent partners with an orientation for learning.

4.3 Funding plan

The Resources Framework for the Uganda DWCP III 2025/26-2029/30 projects the total budget for implementing the DWCP at USD 67.96 million. What is projected to be available is USD 1.84 million, giving a funding gap of USD 66.12 million to be mobilized from internal and external sources. The DWCP III 2025/26-2029/30 funding will come from different channels. Core funding is expected to come from the Government of Uganda through budgetary provisions by MFPED to MGLSD. This stream of funding is expected to account for at least 30 per cent of the total DWCP III 2025/26-2029/30 budget. Additional funding, estimated at 10 per cent of the total DWCP budget will still be from the Government of Uganda but those directed at financing relevant NDP III activities by the MGLSD and other MDAs with labour and employment related functions.

Other funding streams will be from the tripartite-plus partners, aimed at implementing relevant DWCP III 2025/26-2029/30 activities. This source of funding, which is estimated at 20 per cent of the total DWCP III budget will be harnessed and coordinated through public-private partnership (PPP) agreements between the government as represented by the MGLSD, employers and employers' organizations, other private sector entities, trade unions and civil society organizations. Another line of funding (30% of budget) is expected from the ILO through its project and programme units focusing on activities in Uganda. This funding stream is also expected to draw from implementation of the ILO's Programme and Budget for the Biennium 2024-2025, 2026-2027 and the other intervening periods.

Other funding streams, which is expected to constitute 10 per cent of the total DWCP III 2025/26-2029/30 budget, are to come from other UN organizations, development partners and other multilateral institutions. This funding stream is mainly targeted through implementation of the UNSDCF (2023-2025), and other relevant activities.

The MGLSD, with the guidance of the NSC, will also identify and approach new partners to fund components of the DWCP III 2025/26-2029/30 outcomes that are aligned to their strategic priorities and KRAs. The NSC will also develop mechanisms for co-funding and provision of in-kind contributions towards DWCP III 2025/26-2029/30 by partners. Deliberate efforts will be made to maximize synergies in funding of the DWCP III 2025/26-2029/30 by ensuring effective coordination amongst partners, limiting duplication in financing and/or activity implementation, and alignment of tripartite partners' strategic and operational plans with the DWCP III 2025/26-2029/30 outcomes and targets.

4.4 Advocacy and communication plan

The MGLSD, FUE, NOTU, COFTU and the ILO will partner with MDAs, private sector actors and other UN agencies through the UNCT to conduct sensitization and public awareness on DWCP III 2025/26-2029/30, its priority areas and outcomes. The ILO and its constituents will collaborate with communication focal points in government, private sector and UN system to provide links for the DWCP III 2025/26-2029/30 in their websites. The partners will also organize media briefings at institutional and NSC levels to highlight the DWCP III 2025/26-2029/30 priority areas, outcomes and interventions. The TWC with the guidance of the NSC and MGLSD will engage media houses and other social media platforms to promote publicity and reporting on DWCP III 2025/26-2029/30 activities while observing the overall communication policy of the Government of Uganda.

The TWC and NSC will also keep track of international and local events aligned to promotion of decent work, and organize joint activities on relevant DWCP III 2025/26-2029/30 outcomes. The TWC, with the approval of the NSC, will develop and disseminate key policy and advocacy messages that resonate with the day's theme and specific DWCP III 2025/26-2029/30 outcomes. The TWC in consultation with the NSC, ILO and constituent partners will organize annual events to launch and publicize reports arising from implementation of the DWCP III 2025/26-2029/30.

Appendices

Appendix 1: Alignment of DWCP III 2025/26-2029/30 to national, regional and global development frameworks

DWCP III Priorities	National Development Plan IV (2025/26-2029/30)	UNSDCF (2023-2025) Priorities	African Union Commission Agenda 2063	Abidjan Declaration, 2019	Priority UN 2030 Agenda for Sustainable Development
Shared prosperity in a healthy environment	**Objective 1:** Sustainably increase production, productivity and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services; **Objective 2:** Enhance human capital development along the entire life cycle; **Objective 3:** Support the private sector to drive growth and create jobs; **Objective 4:** Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry, and ICT	**Strategic Priority 2** Outcome 2.1 Output 2.1.1 Output 2.1.2 Output 2.1.3	Aspiration 1 Aspiration 6	Outcome 1: Jobs for Africa's youth Outcome 2: Improved skills and technology Outcome 3: Inclusive transformation for decent work in the formal and rural economy Outcome 4: A conducive environment for sustainable enterprises	SDG 2 Target 2.3 SDG 4 Targets 4.1, 4.3, 4.4 SDG 8 Targets 8.1, 8.2, 8.3, 8.5, 8.6, 8. b
Human wellbeing and resilience	**Objective 4:** Enhance human capital development along the entire life cycle;	**Strategic Priority 3** Outcome 3.1 Output 3.1.1 Output 3.1.2 Output 3.1.3 Outcome 3.2 Output 3.2.1 Output 3.2.2	Aspiration 6	Outcome 6: Social and labour protection for all Outcome 7: Effective labour standards and gender equality	SDG 1 Target 1.1, 1.4, 1.b SDG 3 Target 3.8 SDG 4 Targets 4.1, 4.3, 4.4, 4.5, 4.7 SDG 5 Targets 5.1, 5.2, 5.5, 5.a, 5.c SDG 8 Target 8.7, 8.b SGD 16 Target 16.2, 16.b

DWCP III Priorities	National Development Plan IV (2025/26-2029/30)	UNSDCF (2023-2025) Priorities	African Union Commission Agenda 2063	Abidjan Declaration, 2019	Priority UN 2030 Agenda for Sustainable Development
Social dialogue and tripartism	**Objective 2:** Enhance human capital development along the entire life cycle;		Aspiration 3	Outcome 5: Vibrant tripartism and social dialogue Outcome 7: Effective labour standards and gender equality	SDG 8 Target 8.8 SDG 16 Target 16.10

Appendix 2: Results Matrix for Uganda DWCP III 2025/26-2029/30

This table gives the results matrix for the Uganda DWCP III 2025/26-2029/30. It builds on the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Uganda (2021-2025) and reflects fully the priorities of the tripartite constituents of the International Labour Organization (ILO). The elements that directly draw from the Cooperation Framework are in the shaded cells while those that represent ILO's normative and standard setting role are in the cells with no shading.

Country Priority 1: Shared prosperity in a healthy environment *(Strategic Priority 2 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2029/30)**	**Source/ MoV**	**Assumption Statement**
Outcome 1: People, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources *(Outcome 2.1 in the UNSDCF)*	Unemployment rate disaggregated by age and sex and persons with disabilities	Total: 14% Youth: 9.2% Male: 13.3% Female: 6% (2018)	Total: 8.8% Youth: 6.9% Male: 9.7% Female: 5.2%	UBOS Annual Statistical Abstract; Labour Force Surveys	
	Income per Capita (USD)	864 (2017/18)	1,198		
	Income inequality (Gini coefficient)	0.41 (2017/18)	0.37	UBOS Annual Statistical Abstract; UNHS	
	Net number of jobs created annually	424,125 (2017/18)	594,153	UBOS Annual Statistical Abstract; Labour Force Surveys	
	Employment-population ratio	47.5% (2019/20)	69.8%	NLFS	
Output 1.1: Strengthened capacity of institutions and people, especially the vulnerable and marginalized, to promote the delivery and adoption of integrated, innovative, equitable and inclusive strategies for improved productivity, value chain enhancement and market access *(Output 2.1.1 in the UNSDCF)*	Number of institutions assessed and assisted in making improvement in their functioning and reporting	0	12	UNCT Progress Reports	Institutions are interested and actively participating in capacity building to enhance their productivity
	Labour productivity (GDP per worker, USD), by sector	Agriculture: 2,212 Industry: 7,281 Services: 3,654 (2017/18)	Agriculture: 3,114 Industry: 9,413 Services: 4,456	UBOS Annual Statistical Abstract	Commitment by the government, business, workers and community to adopt productivity mindset and promote labour productivity
	Number of gender balanced MSMEs trained on enterprise	Total: - Micro: -	Total: 500 Micro: 100	MOTIC	State and non-state actors including the members of

Country Priority 1: Shared prosperity in a healthy environment *(Strategic Priority 2 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2029/30)**	**Source/ MoV**	**Assumption Statement**
	productivity and competitiveness annually, by size	Small: - Medium: -	Small: 200 Medium: 200		the public embrace and adopt productivity mindset
	Number of enterprises implementing cleaner/lean production programmes annually, by sector	Total: - Formal: - Informal: -	Total: 150 Formal: 100 Informal: 50	MGLSD; MOTIC	Formal and informal enterprises willing to participate and engage in productivity improvement schemes
	Number of gender balanced MSMEs capacitated to promote value addition in agriculture and manufacturing	- (2020)	1,000	MAAIF; MOTIC	
	Green employment mainstreamed in National Employment Strategy, and National Employment Policy	No (2020)	Yes	MGLSD	
	Number of MDAs that have integrated provisions for just transition in their development agenda to promote a healthy environment and just transition	- (2020)	10	MGLSD	
Output 1.2: People, especially women and youth, have improved access to and utilize innovative practices, technologies, finances, natural and productive resources for decent employment and livelihoods *(Output 2.1.2 in the UNSDCF)*	Number of new decent jobs created, by sex	0 (2018/19)	Total: 200,000 Male: 120,000 Female: 80,000	UBOS Statistical Abstract; Annual Progress Reports	People are engaged in sustainable nature-based solutions and efficient use of productive assets for improved livelihoods
	Number of people benefitting from sustainable nature-based and productive resource-based solutions for improved livelihoods	0 (2018/19)	Total: 30,000 Male: 14,000 Female: 16,000	Sector performance reports	Employees are engaged in decent jobs in the formal sector
	Number of women and men owned enterprises that have incorporated good practices	0 (2018/19)	Total: 1,500 Male: 500 Female: 1,000	Sector Review Reports	Enterprises and individuals are open to changing their

Country Priority 1: Shared prosperity in a healthy environment *(Strategic Priority 2 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2029/30)**	**Source/ MoV**	**Assumption Statement**
	into their commercial activities and having transacted business with greater awareness of the African Continental Free Trade Agreement annually, by sex				existing practices as a result of training
	Number of people employed in labour intensive public works programmes annually	24,234 (2019/20)	29,234	MGLSD Reports	Government committed to promoting employment and income generation through targeted labour-intensive public works programmes
	Number of beneficiaries empowered through the Youth Venture Capital Fund per year	18,506 (2019/20)	33,506	MGLSD Reports	
	Youth unemployment rate	13.3% (2017/18)	9.7%	UBOS Statistical Abstract; Labour Force Surveys	Conducive social, economic and political environment that promotes economic growth and employment creation
	Labour Market Information System (LMIS) established and functional	No (2022)	Yes	MGLSD	A web-based LMIS that integrates job-matching database, and management information systems (MIS) for external employment, internal employment, labour claims, labour administration, *jua kali* and returnee migrant workers is designed and functioning optimally
Output 1.3: Strengthened capacity of public and private sector organizations to increase investments in productive sectors, and	Number of policies and regulations developed and implemented to support private sector growth and innovations	3 (2020)	5	Ministerial Policy Statements and Government Annual Performance Report	System for private sector growth effective and efficient

Country Priority 1: Shared prosperity in a healthy environment *(Strategic Priority 2 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2029/30)**	**Source/ MoV**	**Assumption Statement**
develop and implement responsive policies and regulations *(Output 2.1.3 in the UNSDCF)*	Number of policies and regulations developed and implemented to support employment-intensive investments and innovations	3 (2020)	5	Ministerial Policy Statements and Government Annual Performance Report	System for employment-intensive investments and innovation effective and efficient
	Number of women, youth and vulnerable groups that are better equipped to establish and grow sustainable MSMEs	- (2020)	20,000	MGLSD; MOTIC	
	Number of policies, laws and regulations on employment and labour productivity developed and approved	- (2020)	8	MGLSD; National Planning Authority	The Parish Development Model and other national economic empowerment programmes are rolled out effectively to reach the target groups
	Number of young entrepreneurs trained in entrepreneurship and financial management, by sex	Total: - Male: - Female: - (2022)	Total: 1,000 Male: 500 Female: 500	MGLSD; MOTIC	The youth in Uganda embrace entrepreneurship as a source of employment, income and livelihoods
	Number of youths trained in non-formal vocational training annually, by sex	Total: 605 Male: - Female: - (2019/20)	Total: 2,500 Male: 1,500 Female: 1,000	MGLSD; MOTIC; MOES	
	National Youth Service Scheme developed and functional	No (2022)	Yes	MGLSD	
Output 1.4: Access to decent employment and livelihood opportunities in formal and informal sectors improved particularly for youth, women and PWDs	Share of working population (per cent)	79% (2017/18)	87.2%	UBOS Statistical Abstract; Annual Progress Reports	Conducive social, economic and political environment that promotes economic growth and employment creation
	Employment, by sex, youth and disability status	Total: 13,856,800 (PWD 3,321,900;	Total: 15,000,000 (PWD 3,400,000; Non-PWD 11,600,000)	UBOS Statistical Abstract;	Barriers and discriminatory norms that limit women, youth, and persons with

Country Priority 1: Shared prosperity in a healthy environment *(Strategic Priority 2 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2029/30)**	**Source/ MoV**	**Assumption Statement**
		Non-PWD 10,534,900) Youth (15-24): 3,955,900 (PWD 497,800; Non-PWD 3,458,100) (2017)	Youth (15-24): 5,000,000 (PWD 500,000; Non-PWD 4,500,000)	Annual Progress Reports	disabilities' participation in the labour market are addressed
	Number of youth NEET provided with non-vocational training annually, by sex and region	Total: - (Rural: -; Urban:-) Male: - (Rural: -; Urban:-) Female: (Rural: -; Urban:-),	Total: 100,000 (Rural: 74,000; Urban:26,000) Male: 39,000 (Rural: 28,860; Urban:10,140) Female: 61,000 (Rural: 45,140-; Urban:15,860)	MGLSD	Demand-driven training by TVET institutions
	Number of skilled persons assessed and certified annually, by skill area	Total: - Pedagogy (MCPs): - RPL: - (2020)	Total: 2,000 Pedagogy (MCPs): 1,000 RPL: 1,000	MGLSD	
	Number of youths equipped with market-oriented technical and entrepreneurship skills annually, by sex	Total: - Male: - Female: - (2020)	Total: 80,000 Male: 55,000 Female: 25,000	MGLSD	Life-long and age-appropriate learning will translate into jobs, livelihood opportunities and civic engagement
	Number of MCPs offering quality apprenticeship to women, youth, and other vulnerable and marginalized groups	- (2020)	1,000	MGLSD	
	Number of TVET institutions strengthened and able to upscale informal apprenticeships and mobile training in all districts	- (2020)	100	MOES	
	Proportion of employers satisfied with TVET training	40% (2017/18)	65%	MOES	

Country Priority 1: Shared prosperity in a healthy environment *(Strategic Priority 2 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2029/30)**	**Source/ MoV**	**Assumption Statement**
	Number of youth equipped with skills for green jobs and green entrepreneurship annually, by sex	Total: - Male: - Female: - (2020)	Total: 500 Male: 250 Female: 250	MGLSD	

Country Priority 2: Human wellbeing and resilience *(Strategic Priority 3 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
Outcome 2.1: People, especially the vulnerable and marginalized, have equitable access to and utilization of quality basic social and protection services *(Outcome 3.1 in the UNSDCF)*	Primary to secondary school transition rate	61% (2017/2018)	79	Annual Education Sector Performance reports; Draft Education Sector Strategic Plan (2021-2025)	Health, education and social protection systems have adequate resources, and are effective and efficient
	Proportion of population receiving direct income support (per cent)	0.5% (2017/2018)	8%	Annual Social Sector Development Report	
Output 2.1.1: Strengthened capacity of government and non-government institutions at national and subnational levels to effectively manage and deliver sustainable and inclusive quality social and protection services *(Output 3.1.1 in the UNSDCF)*	Proportion of population accessing social insurance (per cent)	5% (2017/18)	20%	Annual Social Sector Development Report	Government effectively funding social and protection services, and increasing coverage
	Number of children in social care institutions provided with food and non-food items	- (2020)	5,000	Annual Social Sector Development Report	Institutional framework for social protection effective and efficient
	A Strategy for extending social security coverage to informal sector workers developed and approved	- (2020)	1	MGLSD Reports; MFPED Reports	Economic and social policies are geared towards inclusive and sustained economic growth, expansion of social

Country Priority 2: Human wellbeing and resilience *(Strategic Priority 3 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
	Proportion of population covered by health insurance	2% (2017/18)	25%	MGLSD Reports; MFPED Reports	protection coverage, and reduction of poverty and inequalities in Uganda
	Number of people trained/sensitized on compliance with social protection standards and laws, by sex	- (2020)	Total: 250,000 Male: 125,000 Female: 125,000	MGLSD; NSSF	
	Number of OSH inspections conducted annually, by type	Total: 2,137 General: 888 Statutory: 1,221 Health surveillance: 28 (2019/20)	Total: 10,000 General: 4,160 Statutory: 5,710 Health surveillance: 130	MGLSD	
	Proportion of workers covered in the event of work injury	16% (2019)	25%	ILOSTAT	
	Number of work injury claims reported annually, by type	Total: 965 Settled: 546 Pending: 419	Total: 1,200 Settled: 960 Pending: 240	MGLSD	
	Number of workplaces registered for inclusive OSH standards	788 (2019/20)	4,640	MGLSD	
	Number of OSH officers equipped with specialized skills to conduct inclusive OSH inspections, by sex	Total: - Male: - Female: - (2020)	Total: 100 Male: 50 Female: 50	MGLSD	
	Number of workplaces inspected annually	441 (2019/20)	2,800	MGLSD	
	Number of assessments conducted to identify increased or new OSH risks resulting from climate change	- (2020)	3	MGLSD	

Country Priority 2: Human wellbeing and resilience *(Strategic Priority 3 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
Output 2.1.2: People, especially the vulnerable and marginalized are empowered to utilize quality basic social and protection services *(Output 3.1.2 in the UNSDCF)*	User satisfaction with the quality of basic social and protection services	78% (2018/2019)	90%	Sector Annual reports; National Service Delivery Survey	The population actively participate in satisfaction survey on basic social and protection services
	Proportion of population accessing social security	4.5% (2019/20)	5%	Annual Social Sector Development Report	
	Proportion of eligible vulnerable persons accessing social care and support services	1% (2019/20)	4%	MGLSD Reports	
Output 2.1.3: Strengthened policy and regulatory environment to promote equitable access and utilization of rights based and gender-responsive social and protection services that prevent, mitigate and respond to shocks and stress *(Output 3.1.3 in the UNSDCF)*	Number of GBV shelters supervised on compliance with GBV Shelter Guidelines, 2020	14 (2021/22)	54	MGLSD	A system of integrating gender and human rights in basic social and protection services is effective and efficient
	Number of GBV survivors reporting using the Helpline	4,000 (2019/20)	9,000	MGLSD	Barriers and discriminatory norms and practices that limit access to employment and other services are addressed
	Number of MDAs and LGs trained on gender equity planning and budgeting	148 (2019/20)	198	MGLSD	System(s) for promotion of gender equality and equity in accessing social and protection services effective and efficient
Output 2.1.4: Children engaged in child labour, and TiP survivors enabled to find safe, dignified and voluntary solutions to rebuild their lives in sustainable ways	Number of children withdrawn from child labour and rehabilitated	40,000- (2019/20)	100,000	MGLSD; MOES	Sustained will and concerted collaboration between state and non-state actors, and development partners to end child labour
	Number of child abuse cases concluded annually	1,000 (2019/20)	6,000	MGLSD	
	Number of street children withdrawn, rehabilitated and reintegrated annually	160 (2019/20)	150	MGLSD; MOES	

Country Priority 2: Human wellbeing and resilience *(Strategic Priority 3 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
	Number of children withdrawn from child labour provided with skills training	- (2020)	20,000	MGLSD; UBOS	
	Number of families and children affected by child labour provided with legal support services	- (2020)	100,000	MGLSD	
	Number of child labour inspections conducted annually	- (2020)	500	MGLSD	
	Number of TiP survivors rescued annually	- (2020)	750	MGLSD; Uganda Police Force; Directorate of Criminal Investigation	Increased capacity by the government to identify and rescue TiP victims
	Number of TiP survivors identified and provided with temporary shelter, and other psycho-social support services annually, by status	Identified: - Provided with shelter: - Provided with psychosocial support: -	Identified: 500 Provided with shelter: 100 Provided with psychosocial support: 300	MGLSD; Uganda Police Force; Directorate of Criminal Investigation	Increase in the number of shelters or other forms of services for victims of TiP
Outcome 2.2: Gender equality and human rights of people in Uganda are promoted, protected and fulfilled in a culturally responsive environment *(Outcome 3.2 in the UNSDCF)*	Gender Inequality Index	0.523 (2017/18)	0.5	Gender Issues Reports by UBOS; Uganda Human Development Report; Uganda Social Institutions and Gender Index (USIGI); UBOS Annual Statistical Abstract	System for mainstreaming gender equality and human rights effective and efficient
	National Budget compliance to gender and equity	61% (2018/19)	95%	EOC Annual report; Government	

Country Priority 2: Human wellbeing and resilience *(Strategic Priority 3 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
				Annual Performance Review Report	
	Gender Wage Gap	28% (2020)	20%	Global Gender Gap Report-World Economic Forum	Employers uphold gender equality in employment and remuneration
Output 2.2.1: Strengthened capacity of government and non-government institutions at regional, national and subnational levels to uphold positive social, cultural norms, values and practices that promote human rights, equality and non-discrimination *(Output 3.2.1 in the UNSDCF)*	Proportion of targeted government and non-government institutions with programmes/initiatives addressing values and practices that promote human rights, equality and non-discrimination	0 (2018/2019)	Total: 70% Government: 75% Non-government: 65%	Annual sector review reports	Government and non-government institutions programmes for promoting human rights, equality and non-discrimination implemented effectively and efficiently
	Number of targeted institutions with policies and procedures for dealing with sexual harassment, discrimination, harmful practices, VAC, VAW and other forms of violence	4 (2018/2019)	10	Annual sector review reports	Institutions adopt and effectively implement policies and interventions that deal with sexual harassment, discrimination, harmful practices, VAC, VAW and other forms of violence
	Proportion of women in senior and middle management positions	25.4% (2017)	35%	UBOS Statistical Abstract; Annual Progress Reports	
	Proportion of women in managerial and decision-making positions in public and private sector	35% (2019/20)	42%	UBOS Statistical Abstract; Annual Progress Reports	
	Proportion of women with access to productive resources	30% (2019/20)	37%	UBOS Statistical Abstract; Annual Progress Reports	

Country Priority 2: Human wellbeing and resilience *(Strategic Priority 3 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
	Proportion of women who own businesses	44% (2019/20)	51%	UBOS Statistical Abstract; Annual Progress Reports	
Output 2.2.2: Strengthened capacity of government and non-government institutions to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender responsive, accountable and sustainable manner *(Output 3.2.2 in the UNSDCF)*	Number of institutions utilizing gender and human rights responsive data in planning, advocacy and budgeting, by MDAs, LGs and targeted CSOs	Total: - MDAs: 18 LG: 84 CSOs: -(2018/2019)	Total: 171 MDAs: 19 LG: 112 CSOs: 40	Annual Assessment Reports by Equality and Opportunities Commission	MDAs and local governments effectively and efficiently implementing GEWE, human rights programmes Gender responsive Management Information System exist and is effective (being utilized)
	Number of MDAs and LGs with gender-responsive strategic plans	148 (2019/20)	198	MGLSD Reports	
	Proportion of population with access to financial services, by sex	Male: 57% Female: 49% (2019/20)	Male: 65% Female: 57%	Fin-Scope Uganda Survey; Financial Sector Deepening (Uganda)	
	Number of women groups accessing credit to finance their enterprises	11,256 (2019/20)	304,299	MGLSD Reports	
	Number of youth groups accessing credit to finance their enterprises	241,799 (2019/20)	13,756	MGLSD Reports	
	Proportion of MSMEs accessing financial and non-financial services	- (2020)	50%	MOTIC	
Output 2.2.3: Migrant workers, returnee migrant workers, and refugees and host communities enabled to improve their	Number of Uganda's migrant workers accessing jobs abroad through legal	25,363 (2019)	465,177	MGLSD	PEAs in Uganda and destination countries are engaging in ethical recruitment practices

Country Priority 2: Human wellbeing and resilience *(Strategic Priority 3 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
employability, and access decent jobs and livelihood opportunities	and ethical recruitment channels annually				
	Number of participants from government and non-government institutions trained to promote fair and ethical recruitment, and safe labour migration annually	Total: - Government: - PEAs: - CSOs: - Media: - (2020)	Total: 200 Government: 60 PEAs: 80 CSOs: 40 Media: 20	MGLSD	Government of Uganda and relevant stakeholders promote fair and ethical recruitment practices, and safe labour migration
	Number of inspections conducted to promote ethical recruitment practices and safe labour migration, by type	Total: - Externalization of labour recruitment companies: - Private Recruitment Agencies/Recruiters: - Pre-departure orientation training institutions: - (2019)	Total: 700 Externalization of labour recruitment companies: 400 Private Recruitment Agencies/Recruiters: 200 Pre-departure orientation training institutions: 100	MGLSD	The Government of Uganda, PEAs and other actors in the labour market committed to ethical recruitment practices, and safe and regular labour migration
	Number of new BLAs/ MOUs between the Government of Uganda and governments of destination countries signed and implemented	0 (2019/20)	10	MGLSD	The Government of Uganda and governments of key destination countries committed to promoting safe, orderly and regular labour migration for enhanced employment creation, income generation and livelihoods
	Number of Migrant Resource Centres established and operational	0 (2019/20)	5	MGLSD	
	Number of labour attachés deployed in Uganda's key labour migration destination countries	0 (2019/20)	8	MGLSD	

Country Priority 2: Human wellbeing and resilience *(Strategic Priority 3 of the Cooperation Framework)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
	Number of returnee migrant workers reintegrated into the economy annually, by sex	Total: - Male: - Female: - (2019/20)	Total: 500 Male: 200 Female: 300	MGLSD	
	Number of Uganda's migrant workers abroad supported with diplomatic/legal services to recover unpaid wages, or provided with shelter/relief services annually, by sex	- (2019/20)	Total: 1,00 Male: 30 Female: 70	MGLSD	
	Proportion of refugees and host community members in employment, by employment status	Self-employed: 12% Formal employment: 10% (2020)	Self-employed: 40% Formal employment: 65%	MGLSD Reports; UBOS Statistical Abstracts	Refugees and host communities equipped with skills that facilitates them to exploit their employment potentials
	Number of privately run TVETs located in refugee and host community areas	5 (2020)	25	MGLSD; MOES	Government and private sector committed to offering demand-oriented technical and vocational skills to refugees and host communities
	Number of Directorate of Industrial Training (DIT) curricula customized to fit training and job placement needs of refugees and host communities	7 (2020)	12	MGLSD; DIT; MOES	Government and private sector committed to offering employable skills to refugees and host communities

Country Priority 3: Social dialogue and tripartism *(ILO's normative and standard setting role)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
Outcome 3.1: All tripartite partners in Uganda and their constituents have increased engagement in social dialogue and tripartism	Proportion of workers covered by collective bargaining	1.6% (2019)	10%	MGLSD; FUE; NOTU; COFTU	Promising political will and continuous support and commitment to social dialogue and tripartism by all labour market institutions and their constituents
	Number of tripartite social dialogue meetings held annually	- (2019/20)	4	MGLSD; FUE; NOTU; COFTU	
Output 3.1.1: Policy, legal and institutional frameworks for social dialogue strengthened	National Employment Policy reviewed and approved	No (2019/20)	Yes	MGLSD; FUE; NOTU; COFTU	Commitment and good will by the tripartite partners to practice social dialogue intensively, consistently and continuously
	National Tripartite Charter on Labour Relations reviewed, adopted and being implemented	No (2019/20)	Yes	MGLSD; FUE; NOTU; COFTU	
	Number of trade disputes reported to MGLSD	- (2019/20)	44,960	MGLSD; FUE; NOTU; COFTU	
	Number of trade disputes resolved, including through alternative dispute resolution (ADR) i. Ministry level ii. Bipartite Level iii. Industrial Court	- (2019/20)	17,000	MGLSD; MoJCA; FUE; NOTU; COFTU	Good faith by the bipartite partners to promote cooperation, consultation and ADR; and strong will by government, workers, employers and their representative organizations, and other partners to institutionalize and promote ADR in Uganda
	Labour Advisory Board reactivated and operational	No (2019/20)	Yes	MGLSD; FUE; NOTU; COFTU	
	Minimum Wage Advisory Board and Wage Councils reactivated and functional	No (2019/20)	Yes	MGLSD; FUE; NOTU; COFTU	

Country Priority 3: Social dialogue and tripartism ***(ILO's normative and standard setting role)***					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
	Number of regions with functional industrial courts (Circuits)	- (2019/20)	15	MGLSD; MoJCA; FUE; NOTU; COFTU	
Output 3.1.2: Policy, legal and institutional frameworks for effective practice of labour administration at regional, national and subnational levels strengthened	Number of gender responsive labour inspections conducted at regional, national and subnational levels	856 (2019/20)	6,100	MGLSD	Effective legal and institutional framework for advancement of fundamental principles and rights at work
	Number of gender responsive labour advisory services offered at regional, national and subnational levels	- (2019/20)	1,000	MGLSD	
	Number of labour officers trained on labour standards	- (2019/20)	320	MGLSD; FUE; NOTU; COFTU	
	Number of workers and employers trained on labour standards.	- (2019/20)	10,500	MGLSD; FUE; NOTU; COFTU	
	Number of labour laws and their attendant regulations reviewed to align to changing world of work	- (2019/20)	3	MGLSD; FUE; NOTU; COFTU	
	Code of Practice and Regulations for ADR and other labour practices developed and gazetted	0 (2019/20)	1	MGLSD; FUE; NOTU; COFTU	
Outcome 3.2: All workers and employers in Uganda, including their representative organizations advance the enjoyment of fundamental principles and rights at work	Trade union density	Total: 6% Male: 3.6% Female: 3.2% (2016/2017)	Total: 20% Male: 11% Female: 9%	MGLSD; FUE; NOTU; COFTU; UBOS	Committment by tripartite partners to promote bipartism and tripartism, and to practice social dialogue intensively, consistently and continuously
	Number of rights disputes as a proportion of total number of industrial disputes reported to MGLSD	- (2019/20)	50%	MGLSD; FUE; NOTU; COFTU	

Country Priority 3: Social dialogue and tripartism *(ILO's normative and standard setting role)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
Output 3.2.1: Increased institutional capabilities of EBMOs, and workers' organizations to attract new membership such as migrant workers, refugees and informal economy workers, integrate gender-responsive strategies in their work, influence policymaking and engage in inclusive social dialogue	Number of EBMOs with improved gender-responsive governance systems and strategies to widen representation and/or enhanced service provision	0 (2019/20)	1,500	MGLSD; FUE; NOTU; COFTU	The Uganda Government, workers and employers upholds tenets of industrial democracy and tripartism, subscribes to and respects the right to freedom of association, collective bargaining and other fundamental principles and rights at work, promotes bipartism, workplace cooperation and social dialogue
	Number of EBMOs that produce analyses on the changing business environment and conduct advocacy activities to influence policymaking	0 (2019/20)	50	MGLSD; FUE; NOTU; COFTU	
	Number of EBMOs implementing training programmes that equip workers and employers with soft skills necessary for the changing world of work	- (2019/20)	50	MGLSD; FUE; NOTU; COFTU	Employers, workers and their representative organizations commit to regular staff training, retraining and retooling to respond to changing skill needs precipitated by COVID-19 and the future of work
	Number of trade unions and employers, including their federations with increased capacity to engage in inclusive social dialogue	- (2019/20)	100	MGLSD; FUE; NOTU; COFTU	

Country Priority 3: Social dialogue and tripartism *(ILO's normative and standard setting role)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
	Number of trade unions with innovative and gender-responsive strategies to attract new groups of workers and/or improve their services	- (2019/20)	30	MGLSD; FUE; NOTU; COFTU	
	Number of trade unions that produce gender-responsive proposals to be considered in social dialogue mechanisms for policymaking	- (2019/20)	15	MGLSD; FUE; NOTU; COFTU	
	Number of EBMOs and trade unions with improved policies or practices to promote gender-responsive collective bargaining and/or workplace cooperation and other labour practices	- (2019/20)	100	MGLSD; FUE; NOTU; COFTU	
Output 3.2.2: International labour standards, and authoritative and effective supervision improved	Number of tripartite partners trained on reporting on ILS	- (2019/20)	100	MGLSD; FUE; NOTU; COFTU	Tripartite partners working together to prepare the reports for submission to the CEACR
	Number of ILO Conventions and Protocols ratified	0 (2019/20)	8[61]	MGLSD; FUE; NOTU; COFTU	Social partners and relevant stakeholders lobby government for ratification, domestication and full implementation of ILS
	Number of ILS most relevant to the just transition framework ratified	0 (2019/20)	2[62]	MGLSD; FUE; NOTU; COFTU	

[61]The tripartite partners prioritized seven Conventions for ratification. These are C 88, C 155, C 181, C 183, C 184, C 189 and C 190. Partners have also prioritized ratification of Protocol of 2002 to the Occupational Safety and Health Convention, 1981

[62] Partners prioritized ratification and implementation of C 181 and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) during the DWCP III 2025/26-2029/30 period.

Country Priority 3: Social dialogue and tripartism *(ILO's normative and standard setting role)*					
Results	**Performance Indicators (disaggregated)**	**Baseline (year)**	**Target (2027/28)**	**Source/ MoV**	**Assumption Statement**
	No. of gender balanced multi-stakeholder meetings held to develop reports on the application of ratified Conventions, including replies to comments of the supervisory body	0 (2019/20)	For all reports and replies to comments of the supervisory body as requested	MGLSD; FUE; NOTU; COFTU	
	Percentage of reports on the application of ratified Conventions due by 1 September submitted by the government in a timely manner, including replies to comments of the supervisory body	0 (2019/20)	100%	MGLSD	
	Newly adopted ILS submitted to Parliament within one year (exceptionally after 18 months)	No (2019/20)	Yes	MGLSD	
	Number of questionnaires on new Conventions and Recommendations that are proposed responded to (where relevant)	0 (2019/20)	All as requested	MGLSD	

Appendix 3: Terms of Reference for DWCP III 2025/26-2029/30 National Steering Committee

The Decent Work Country Programme III for Uganda (2023/24-2027/28)

Background

The Third Generation Decent Work Country Programme for Uganda (2025/26-2029/30) is a programming framework for Uganda. It has been developed through a series of multi-stakeholder and tripartite-plus consultative process. It contains the strategy for interventions planned to be undertaken during the DWCP III 2025/26-2029/30 period. With the overarching objective of promoting productive, inclusive and sustainable employment and livelihood opportunities for all in Uganda, implementation of the DWCP III 2025/26-2029/30 will focus on the following three Country Priorities during the plan period:

(1) Shared prosperity in a healthy environment
(2) Human wellbeing and resilience
(3) Social dialogue and tripartism

To track implementation and ensure achievement of the DWCP III 2025/26-2029/30 objectives, the MGLSD and the social partners have set-up a tripartite-plus National Steering Committee (NSC). The partners have also resolved to establish a multi-stakeholder Decent Work District Steering Committees (DWDSC) to spearhead implementation and monitoring of the DWCP III 2025/26-2029/30 at the subnational levels.

A. Composition and Membership:

The tripartite-plus National Steering Committee for the Third Generation Decent Work Country Programme for Uganda (hereafter called the "NSC") shall be composed of 17 members appointed by the Minister (MGLSD) and chaired by the Permanent Secretary (MGLSD) as elaborated in Section 4.1 of the DWCP III 2025/26-2029/30 narrative. Gender equality and inclusivity for PWDs, migrant workers, refugees and other vulnerable workers together with relevant expertise will be prime elements in nominating members of the NSC.

B. Roles and Responsibilities:

1. Promote and popularize DWCP III 2025/26-2029/30 in all Government Ministers, Members of Parliament, various Government Departments, Agencies and institutions, members of employers' and workers' organizations, other stakeholders and the public at large in order to create greater awareness, understanding and visibility and to ensure the Programme's impact is as wide-ranging as possible;

2. Provide policy guidance to the ILO Office and the implementing partners in order to ensure the DWCP III 2025/26-2029/30 remains aligned with national priorities;

3. Ensure that the priorities and goals set out in the DWCP III 2025/26-2029/30 are integrated in other national efforts such as the Uganda Vision 2040, NDP III, National Employment Policy and Strategy, the United Nations Sustainable Development Cooperation Framework for Uganda, and other strategies and programmatic activities implemented by the partners;

4. Regularly monitor the implementation of the DWCP III 2025/26-2029/30 as per the monitoring plan and accompanying results and monitoring framework;

5. Ensure active participation of all key stakeholders in implementation and evaluation of the DWCP III 2025/26-2029/30;

6. Advise on any adjustments to areas of work in support of the outcomes;

7. Oversight and guide DWCP III 2025/26-2029/30 implementation at subnational levels and work of DWDSCs

8. Periodically review and evaluate DWCP III 2025/26-2029/30 activities and their impact in the country.

C. Frequency of meetings

The NSC shall meet on a regular basis, at least once every quarter (March, June, September and November). The Minister for Gender, Labour and Social Development may convene meetings of the NSC on an ad hoc basis to address any issues of major concern at the request of the majority of the members of the Committee.