Gender Mainstreaming Performance Measure for Effective Local Governance: Uganda Case Study

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Case Presenters
Assumpta Tibamweda (Local Government)
Hope Kabuchu (CSO)
Uganda
Case Highlights

1. Background and Context
2. Local Government Performance Assessment
3. Gender Performance Measure
4. Key Challenges
5. Key Lessons and Good Practice
6. Key Messages
Context: Uganda Local Government (LG) System

- Strong Local Government system (Decentralized Policy)
- Regular bottom up elections
- Bottom-up planning and budgeting processes
- Operationalizes PRSP - the Poverty Eradication Action Plan (PEAP).
- PEAP domesticates PD principles for Aid Effectiveness
Local Government Performance Assessment: Composition

- Higher Local Government: 93
- Lower Local Government: 1135
- Number of women: 33%
- Chairpersons Men: 78 men, 1 Woman
- Deputy Chairpersons: 23 Men, 56 women
Local Government Performance Assessment

- **Basic access criteria for development grants are Laws & policies**
  - Poverty Eradication Action Plan,
  - National Gender Policy (NGP),
  - Local Government Act
  - Public Procurement & Disposal of Assets (PPDA)

- **Incentive framework**
  - Rewards good performance
  - Sanctions poor performance
  - No rewards & penalty for static LGs
Gender Mainstreaming
Performance Measure

- **Piloted under** District Development Programme (DDP) 1998-2000 (UNCDF/UNDP)
- **Scaled up in** Local Government Development Programme (LGDP 2000 – 2007) (World Bank & Bilateral Donors)
- LGDP is funding modality for devolution of the Uganda’s development budget.
- Gender made part of Performance measures such as Quality of the Development Plan, Staff functional capacity, M&E, Local revenue etc
Gender Performance Measure: Indicators

- District Development plan has:
  - Sound gender analysis, disaggregated data, gender impact analysis etc.
  - Strategies to address the gender issues
  - Annual Budget allocations for gender
  - Gender in Planning, Monitoring & mentoring
- Gender Needs Assessment
- Gender Focal Points person
- Awareness Training, etc Gender
Performance Scoring

- **Maximum Score 10:**
- **Above 7:** reward of 20% increase of total budget
- **At least 5:** Static and no reward or penalty
- **Below 5:** Penalty, 20% reduction of budget.
Gender Performance Results
Uganda LGs - 2002 & 2006

Local Government Gender Performance, Uganda 2002

Performance Category: Bonus, Static & Penalty

Local Government Gender Performance, Uganda 2006

Performance Category: Bonus, Static & Penalty
Key Challenge 1: Ownership and Accountability

- Limiting Funding Modalities for CSO Functions
  - (Co-implement with government, Advocacy for prudent expenditures, Multiplier effect for gender responsive service delivery, Mobilize communities to hold leaders more accountable).
- Drip Funding compared to government
- Project funding crippling strategic growth of CSOs
- Limited commitment to build strong Civil Society institutions
- Funding through national governments
Key Challenge 2: Managing for results

- No Dedicated funds for gender mainstreaming
  - Undermines implementation of innovative practices & Actions
  - Limits building capacity for gender mainstreaming
  - Slows processes for changing negative mindsets
- Gender continues to be an add-on
Key Challenge 3: Harmonization

- Contradiction in government policy and donor funding principles and approaches
  - Public Service Restructuring (Uganda/World Bank)
    - Eroded capacity for gender mainstreaming
    - Abolished gender office
    - Functions co-opted with others
Lessons and Good Practice 1
Managing for results

- Incentive mechanisms in performance evaluation
  - Creates systems and structures
  - Promotes collective ownership and institutionalization of the principle of managing for results.

- Use of Strategic means to promote a gender
- Formation of a Gender Task Force
- Cross-funding of ministries
- Development of the gender planning and budgeting guidelines used by the LGs.
- Supply Driven Capacity Building
Lessons and Good Practice 2
Civil Society’s Role in Strengthening Mutual Accountability

- **Gender Budgeting:**
  - Sensitization & Training of government, LG staff, to address gender performance gaps (32 districts, 56 Heads of districts and CDOs)

- **Building Leadership Capacity:**
  - Training councilors to address gender concerns.
  - 50% of LGs have Gender Actions Plans and budgets.
  - Women councilors taking up higher positions

- **Monitoring of Expenditures and expenditure tracing**
  - Performance of LGs, Poverty Action Fund, Citizens satisfaction surveys, Noticeable improvements in service delivery
Key Messages

1. Harmonization: Use of institutions and systems with mainstream mechanisms for fast tracking (rights, equity, governance and development processes)
   - Use strategic entry points (Institution with horizontal and vertical reach)
   - Gender visibility at implementation levels
   - Key positioning of staff in decision making and access to institutional processes

2. Accountability & Commitment to Civil Society support
   - Sufficient resources to build strong CSO institutions to strengthen communities for accountability
Key Messages

3. Institutionalization of principles of Managing for Results to strengthen ownership and acceptability
   - Integrate Incentive Mechanisms for gender mainstreaming in performance evaluation
   - Institutionalize Single entry based on the good will of individuals to gain acceptability

4. Donor Commitment to results at entry and recall
   - Support should scrutinize systems and institutions to minimize contradictions in support.
   - Explicit and direct investment into gender to safeguard fragile initiatives.