



COMMUNITY MOBILIZATION AND MINDSET CHANGE PROGRAMME

SEMI-ANNUAL BUDGET MONITORING REPORT

FINANCIAL YEAR 2022/23

APRIL 2023

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ABBREVIATIONS AND ACRONYMS

CDMIS	Community Development Management Information System
CDO	Community Development Officers
CIG	Community Interest Groups
CME	Community Mobilization and Empowerment
CMMC	Community Mobilization and Mindset Change Programme
CPC	Community Procurement Committees
CPMC	Community Project Management Committees
CWC	Community Watershed Committees
DLGs	District Local Governments
DRDIP	Development Response to Displacement Impacts Project
DRMS	Domestic Revenue Mobilisation Strategy
EOC	Equal Opportunities Commission
FAO	Food and Agriculture Organization
FY	Financial Year
GoU	Government of Uganda
ICOWEL	Integrated Community Learning for wealth
IFMS	Integrated Financial Management System
IPF	Indicative Planning Figure
JLRP	Jobs and Livelihood Refugee Integrated Plan
JSC	Judicial Service Commission
MDAs	Ministries, Departments and Agencies
MFPED	Ministry of Finance, Planning and Economic Development
MoFA	Ministry of Foreign Affairs
MGLSD	Ministry of Gender, Labour and Social Development
MoICT	Ministry of Information, Communication and Technology
MPS	Ministerial Policy Statements
NDP III	Third National Development Plan
OP	Office of the President
OPM	Office of the Prime Minister
PBS	Programme Budgeting System
PDM	Parish Development Model
PDMIS	Parish Development Management Information System
PIAP	Programme Implementation Action Plans
RDC	Resident District Commissioner
RFO	Religious and Faith Organisations
RIA	Regulatory Impact Assessment
SACCOs	Savings and Credit Cooperatives
UBOS	Uganda Bureau of Statistics
URSB	Uganda Registration Service Bureau
VRF	Village Revolving Fund



FOREWORD

Uganda like many other countries in the world continues to be affected by the aftermaths of the Coronavirus Disease (COVID-19) pandemic, Russia's invasion of Ukraine, climate change effects, and increasing food prices among the many global shocks today. Amidst this environment, the Government has shown a strong commitment to innovatively raise and allocate resources to fund its strategic interventions, in a bid to build resilience and drive sustainable economic growth and development.

For this Financial Year 2022/23, the semi-annual programme monitoring findings show a fair performance across the board, with a few programmes on track to achieving their annual goals. This performance notwithstanding, there are still many perennial challenges that are putting many government interventions at risk of not achieving their intended objectives.

Since we are operating in an environment of scarcity, it is imperative that we expedite the processes of streamlining and strengthening our planning, implementation, monitoring and execution of Government programmes. We must harness the comparative advantages expected from operating in a programme mode. To that effect, all Ministries, Departments, Agencies and Local Governments should critically review the noted challenges and institute innovative ways of circumventing them during the remaining months.

Ramathan Ggoobi
Permanent Secretary/Secretary to the Treasury



EXECUTIVE SUMMARY

The Community Mobilization and Mindset Change (CMMC) Programme seeks to empower citizens, families and communities for increased responsibility and effective participation in sustainable national development. The interventions under the CMMC Programme are implemented under through three sub-programmes namely: i) Community Sensitization and Empowerment; ii) Strengthening Institutional Support; and iii) Civic Education and Mindset Change. This report presents findings of a review conducted on interventions implemented across institutions in the CMMC Programme during the first half of Financial Year 2022/23.

Overall Programme Performance

Financial performance

The approved budget for Financial Year 2022/23 is Ug shs 47.799 billion (bn), of which Ug shs 16.092bn (34%) was released and Ug shs 14.137bn (88%) spent by 31st December 2022. This was fair release and good expenditure performance.

Performance highlights

The performance of the CMMC Programme was fair at 52%, with all three sub-programmes exhibiting fair performance. Achievement of programme objectives was hindered by low levels of planning and prioritization in resource allocation, limited coordination among the implementing sectors including Local Governments (LGs), and segmented and disjointed community mobilisation initiatives.

The Community Sensitization and Empowerment Sub-programme exhibited fair performance at 53% of planned outputs achieved against 86% absorption of released funds during the first half of FY 2022/23. Three interventions exhibited fair performance, with the other two showing poor performance. To enhance effective mobilization of families, communities and citizens for national development, the Equal Opportunities Commission (EOC) conducted 4 out of 8 community sensitizations on equal opportunities within government programs, disseminated guidelines for inclusive implementation of the Parish Development Model (PDM), and conducted three out of four school debates to explore avenues of equity participation.

The Ministry of Foreign Affairs (MoFA) organized an event in France aimed at promoting Economic and Commercial Diplomacy, and enhancing the level of participation within the diaspora community in development processes. Linkages to international markets for Ugandan cultural goods and services were established through participation in expos in the Netherlands.

The Ministry of Gender, Labour and Social Development (MGLSD) developed and disseminated a handbook on household mentorship and visioning to 70 out of 176 LGs. The manual was used as reference material during trainings for Lower Local Governments (LLGs) by community development workers to facilitate a socially inclusive and democratic participatory process at household and village level entry. It was noted that funds received by the savings and credit cooperative organization (SACCOS) under the PDM were yet to trickle down to the enterprise groups, thus affecting the performance of the intervention aimed at implement the 15 household model for social economic empowerment. The Office of the Prime Minister (OPM) trained refugees in livelihood activities to enhance their incomes.



The Civic Education and Mindset Change Sub-Programme exhibited fair performance as 52% of planned outputs were achieved. Five interventions exhibited fair performance, with two attaining poor performance. To promote and inculcate the National Vision and Value System, the Office of the President (OP) developed a National Service Program Implementation Framework, and built capacity of 19,329 out of 50,000 citizens (teachers, students, persons with disabilities, and youth) in patriotism ideology. The training programs were conducted at national and primary teacher's colleges, secondary schools and health training institutions.

The Directorate of Ethics and Integrity organized engagements with faith based organizations, cultural institutions and families to highlight their role in re-orienting the mind-sets of Ugandans to development. The 14 cultural leaders were each financially supported by the MGLSD with monthly emoluments of Ug shs 5m to mobilize communities and create awareness about Government development programmes like immunization drives and the PDM.

The Strengthening Institutional Support Sub-programme attained fair performance at 51%. This was attributed to lack of prioritization in the implementation of outputs. One intervention exhibited fair performance with the other two attaining poor performance. The dilapidated community infrastructure and equipment (rural training and community learning centres) made it difficult to mobilize and assemble the rural communities for sensitization, empowerment and training to increase demand and uptake of government services. The limited resources have hindered the rehabilitation of dilapidated community structures in LGs like Arapai in Soroti, Mubende, Kikungiri in Kabale, Bunyoro in Hoima and Moroto rural training centres.

The MGLSD established and equipped 10 information and communication technology (ICT) access centres in libraries in the districts of Kamuli, Busia, Mbale, Lira, Moroto, Masaka, Kabale, Kisoro, Entebbe and Masindi and. The Ministry of Information Communication and Communication (MoICT) through the Parish Development Model Information System (PFMIS) piloted three out of six modules, that focused on citizen registration and financial inclusion system, monitoring and evaluation and citizen participation meant to support collection of data for the programme.

Overall, it was noted that budget cuts and political interferences affected the planning, budgeting and implementation within the CMMC Programme, and the citizenry had limited knowledge and appreciation of the MGLSD interventions and outcomes.

Implementation Challenges

- i. The CMMC Programme exhibited uncoordinated planning and budgeting for planned outputs, which are scattered in so many institutions and LGs.
- ii. Under staffing and limited capacity of Community Development Officers to coordinate the Programme, coupled with inadequate budgets and lack of equipment.
- iii. Lack of mindset change capacity building initiatives in the public sector.



Recommendations

- i. The Programme Working Group and planning units should coordinate and realign planned outputs, performance targets and prioritize in line with sub-programmes and the resource envelope.
- ii. The Ministry of Finance Planning and Economic Development, (MFPED), Ministry of Local Government (MoLG), and Ministry of Public Service (MoPS) should coordinate and address issues of staffing and retooling of the Community Development Offices in LGs.
- iii. The MGLSD in consultation with the Human Resource Planning and Development Department in Ministry of Public Service should carry out a training needs assessment and develop a mindset change training programme for the public sector.



CHAPTER 1: INTRODUCTION

1.1 Background

The mission of the Ministry of Finance, Planning and Economic Development (MFPED) is, “*To formulate sound economic policies, maximize revenue mobilization, and ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development.*”

The MFPED through its Budget Monitoring and Accountability Unit (BMAU) tracks implementation of programmes/projects by observing how values of different financial and physical indicators change over time against stated goals, indicators and targets (how things are working). The BMAU work is aligned to budget execution, accountability, service delivery, and implementation of the domestic revenue mobilisation strategy (DRMS).

Since FY 2021/22, the BMAU has been undertaking Programme-Based Monitoring to assess performance against targets and outcomes in the Programme Implementation Action Plans (PIAPs) of the third National Development Plan (NDPIII). Semi-Annual and annual field monitoring of government programmes and projects is undertaken to verify receipt and application of funds by the user entities and beneficiaries, the outputs and intermediate outcomes achieved, and level of gender and equity compliance in the budget execution processes. The monitoring also reviews the coherency in implementing the PIAP interventions; the level of cohesion between sub-programmes; and challenges of implementation.

The monitoring covered the following Programmes: Agro-Industrialisation; Community Mobilisation and Mindset Change; Digital Transformation; Human Capital Development; Innovation, Technology Development and Transfer; Integrated Transport Infrastructure and Services; Manufacturing; Mineral Development; Natural Resources, Environment, Climate Change, Land and Water Management; Public Sector Transformation; Regional Development; Sustainable Development of Petroleum Resources; and Sustainable Energy Development.

This report presents findings from monitoring and assessing the **Community Mobilization and Mindset Change Programme** for the budget execution period 1st July 2022 to 31st December 2022.

1.2 Community Mobilization and Mindset Change Programme

The Community Mobilization and Mindset Change (CMMC) Programme directly contributes to NDP III goal of increased household incomes and quality of life through increasing participation, productivity, inclusiveness and social well-being of the population.

The Ministry of Gender, Labour, and Social Development (MGLSD) is the lead agency in this programme. Other lead implementing partners are: Ministry of Information Communication Technology and National Guidance (MoICT&NG), Office of the President (OP), Directorate of Ethics and Integrity (DEI), Ministry of Local Government (MoLG), Uganda Registration Service Bureau (URSB), Judicial Service Commission (JSC), Equal Opportunities Commission (EOC), National Population Council (NPC) and Local Governments (LGs).



1.3 Programme Goal and Objectives

The goal is to empower citizens, families and communities for increased responsibility and effective participation in sustainable national development. The programme has four objectives namely: (i) Enhance effective mobilization of citizens, families and communities for development; (ii) Strengthen institutional capacity of Central, Local Governments and Non-state actors for effective mobilization of communities; (iii) Promote and inculcate the National Vision and value system; and (iv) Reduce negative cultural practices and attitudes.

1.4 Sub-programmes

The programme is implemented through three sub-programmes, namely: Community Sensitization and Empowerment; Strengthening Institutional Coordination; and Civic Education and Mindset Change.

1.5 Programme Key results

The key results¹ to be achieved are: (i) Informed and active citizenry; (ii) Increased household saving; (iii) Increased participation of the diaspora in development processes; (iv) Empowered communities for participation; (v) Increased staffing levels; (vi) Community development Initiatives in place; (vii) Improved morals, positive mind-sets, attitudes and patriotism; (viii) Reduction in corruption cases; and (ix) Reduction in negative cultural practices.

1.6 Structure of the Report

The report is structured into four chapters. These are: Introduction, Methodology, Programme performance, Conclusion, and Recommendations respectively.

¹ CMMC Programme Half Year Performance, February 2022



CHAPTER 2: METHODOLOGY

2.1 Scope

This monitoring report is based on interventions in the Community Mobilization and Mindset Change Programme. The monitoring covered interventions implemented during FY 2022/23 (1st July, 2022 to 31st December, 2022). The interventions and outputs reviewed under each sub-programme, Ministry, Department and Agency (MDAs)/Vote/Local Governments are in Annex 1.

This monitoring report presents progress on the implementation of the CMMC Programme interventions under the three sub-programmes: Community Sensitization and Empowerment; Strengthening Institutional Support, and Civic Education and Mindset Change. All the 15 interventions for the FY 2022/23 were reviewed and these included:

- 1) Review and implement a Comprehensive Community Mobilization Strategy.
- 2) Develop and implement a National Civic Education Programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens.
- 3) Develop a policy on diaspora engagement.
- 4) Implement the 15 household model for social economic empowerment.
- 5) Equip and operationalize Community Mobilization and Empowerment (CME) institutions/structures.
- 6) Establish and operationalize Community Development Management Information System (CDMIS) at parish and sub-county level.
- 7) Institutionalize cultural, religious and other non-state actors in community development initiatives.
- 8) Develop and implement a National Service Program.
- 9) Popularize the national vision, interest and common good for the citizenry.
- 10) Establish a National incentives framework including rewards and sanctions for best performing workers, leaders and communities.
- 11) Develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities.
- 12) Develop and enforce ordinances and by-laws to ensure the national vision and value system is adhered to.
- 13) Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs.
- 14) Promote advocacy, Social mobilisation and Behavioural Change Communication for community development.
- 15) Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation

Selection of interventions was based on the following criteria:

- i) Votes that had progress reports submitted for FY2022/23 were followed up for verification against planned outputs and performance targets.
- ii) Sub-programmes that contribute to sector and national priorities.



The inputs, activities, processes and outputs tracked were a combination of those implementation as reviewed in the PIAP, Ministry Policy Statements and quarterly work plans.

The semi-annual monitoring for FY2022/23 focused on the MGLSD, MoICT&NG, EOC, URSB and LGs. The others included: Ministries of Foreign Affairs (MoFA), Ministry of Education and Sports (MoES), Ministry of Local Government (MoLG), Office of the President (OP), Directorate of Ethics and Integrity (DIE), Judicial Service Commission (JSC), National Population Council (NPC), and Uganda Bureau of Statistics (UBOS). A total of 22 districts were monitored. The interventions reviewed under each MDA/vote are listed in Annex 1.

2.2 Approach and Methods

Both qualitative and quantitative methods were used in the monitoring exercise. Physical performance of interventions, outputs were assessed and linking the progress to expenditure and performance planned targets. To aid monitoring, mapping was done of the PIAP interventions and outputs to the actions and outputs of programmes and projects in the Vote MPS and progress reports. The selection of districts that were monitored considered the aspect of regional representativeness.

2.3 Data Collection

Data was collected from both primary and secondary sources

- i) Literature review: MPS FY 2022/23; National and Programme Budget Framework Papers; PIAPs, the third National Development Plan (NDP III), Public Investment Plans (PIPs), quarterly progress reports and work plans for the respective implementing Ministries, Agencies and LGs.
- ii) Review and analysis of data from the Integrated Financial Management System (IFMS), Program Budgeting System (PBS), budget website; quarterly performance reports from some implementing agencies.
- iii) Consultations and key informant interviews with planners, community development officers, parish chiefs, coordinators at various implementation levels.
- iv) Field visits to various MDAs and LGs for primary data collection.
- v) Call-backs in some cases were made to triangulate information.

2.4 Data Analysis

The data was analysed using both qualitative and quantitative approaches. Qualitative data was examined and classified in terms of constructs, themes or patterns to explain events among the beneficiaries (interpretation analysis) and reflective analysis where the monitoring teams provided an objective interpretation of the field events. Quantitative data on the other hand was analysed using advanced excel tools that aided interpretation.

Comparative analyses were done using percentages and averages of the outputs/interventions; and the overall scores. Performance of outputs/interventions and indicators was rated in percentages according to level of achievement against the annual targets. The sub-programme score was determined as the weighted aggregate of the average percentage ratings for the output/intermediate outcomes in the ratio of 65%:35% respectively.



The overall programme performance is an average of individual sub-programme scores assessed. The performance of the programme and sub-programme was rated on the basis of the criterion in Table 2.1.

Based on the rating assigned, a colour coded system was used to alert the policy makers and implementers on whether the interventions were achieved or not. The coded system was defined as: very good performance (green), good (yellow), fair (light gold) and poor (red) to aid decision making. Financial performance was assessed based on overall utilization of funds (expenditure) against release.

Table 2.1: Assessment guide to measure performance in FY 2022/23

Score	Comment	Performance Rating
90% and above	Very Good (Achieved at least 90% of outputs)	Green
70%-89%	Good (Achieved at least 70% of outputs)	Yellow
50%- 69%	Fair (Achieved at least 50% of outputs)	Light Gold
49% and below	Poor (Achieved below 50% of outputs)	Red

Source: Author's Compilation

Ethical considerations

Introductory letters from the Permanent Secretary/ Secretary to Treasury were issued to the respective MDAs, and LGs monitored. Entry meetings were held with the Accounting Officers or delegated officers upon commencement of the monitoring exercise. Consent was sought from all respondents including programme or project beneficiaries.

2.5 Limitations

- i) Limited information on performance of work plans, targets, progress reports from MoLG, Parish Development Model Secretariat, MoICT, and DEI. This affected the monitoring coverage and assessment of various targets.
- ii) Accounting Officers, Community Development Officers, and Commercial Officers in LGs were not well conversant with Programme and the PIAPs.

CHAPTER 3: PROGRAMME PERFORMANCE

Programme Financial Performance

The Programme budget for FY 2022/23 is Ug shs 47.799bn, of which Ug shs 16.092bn was released and Ug shs 14.137bn spent by 31st December 2022 (Table 3.1). The Community Sensitization and Empowerment Sub-programme had the highest allocation of the total budget at 68%, Civic Education and Mindset Change Sub-programme had 26%, while Strengthening Institutional Support got the least budget at 6%. Overall release and absorption was fair.

Table 3.1: Financial performance of the Community Mobilization and Mindset Change Programme as at 31st December 2022

Sub-programme	Budget (Ug shs)	Release (Ug shs)	Expenditure (Ug shs)	% of release spent
Community sensitization and empowerment	32,540,915,150	9,234,614,726	7,969,615,771	86
Strengthening institutional support	2,668,350,121	1,011,778,113	808,918,426	80
Civic Education & Mind-set change	12,590,024,559	5,845,850,525	5,358,239,436	92
Total	47,799,289,830	16,092,243,364	14,136,773,633	88

Source: PBS, IFMS, MFPED

Programme Physical Performance

Overall performance of the Community Mobilisation and Mindset Change Sub-programme was fair at 52% for all three sub-programmes (Table 3.2). At intervention level, 10 out of 15 interventions exhibited fair performance, whereas five attained poor performance.

Table 3.2: Performance of the Community Mobilisation and Mindset Change Programme by 31st December 2022

Output performance		
Sub-programme	Physical Performance (%)	Remarks
Community Sensitization and Empowerment	53	Fair
Strengthening Institutional Support	51	Fair
Civic Education & Mindset Change	52	Fair
Overall programme performance	52	Fair

Source: Author's Compilation

3.1 Community Sensitization and Empowerment Sub-programme

The sub-programme objective is to enhance effective mobilisation of families, communities and citizens for National development and the key outputs are increased participation of families, communities and citizens for National development; Informed and active citizenry; increased household saving; and increased participation of the diaspora in the development processes.

The sub-programme has five interventions namely:



- i) Review and implement a comprehensive community mobilization strategy
- ii) Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens
- iii) Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation
- iv) Develop a policy on diaspora engagement
- v) Implement the 15-household model for social economic empowerment.

The sub-programme interventions are implemented under the following entities: MGLSD, EOC, MoICT&NG, URSB, MoFA, OPM, DEI, OP, MoLG, UBOS and JSC.

Sub-programme Performance

The sub-programme budget for the FY 2022/23 is Ug shs 32.541bn, of which Ug shs 9.225bn (28%) was released and Ug shs 7.969bn (86%) spent by 31st December 2022. This was fair release and very good absorption. The biggest proportion of budget allocation was under the intervention to develop and implement a National Civic Education Programme which had 39%, while the least was - develop a policy on diaspora engagement, at 0.5%.

Semi-annual monitoring focused on five interventions (100%) and overall performance of the sub-programme was fair at 53% of the planned outputs achieved as shown in table 3.3). At intervention level, performance varied with three exhibiting fair and two had poor performance. Refer to Annex 3 for details of sub-programme and output performance.

**Table 3.3: Performance of the interventions under the Community Sensitization and Empowerment Sub-programme by 31st December 2022**

Intervention	Performance status	Remarks
Review and implement a comprehensive community mobilization strategy		Fair performance at 53% of outputs achieved. The MGLSD conducted PDM sensitization engagements.
Develop and implement a National Civic Education Programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens		Fair performance at 56% of outputs achieved. The EOC conducted 4 out of 8 community sensitizations, 3 out of 8 school debates, and 4 out of 8 radio talk shows, for services of state and non-state actors to be inclusive of the marginalized.
Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation		Poor performance with 49% of outputs achieved. The MoFA organized Uganda's participation in one out of six international expo events in France to establish linkages to international markets for Ugandan cultural goods & services.
Implement the 15 household model for social economic empowerment		Fair performance as 56% of outputs were achieved. The OPM trained and mobilized refugees to implement economic activities.
Develop a policy on diaspora engagement		Poor performance with 49% of outputs achieved). The MoFA held one out of four planned engagements with officers from MDAs on strengthening incentive products for diaspora investment in Uganda.

Source: Author's Compilation

Detailed performance of the four interventions under the Community Sensitization and Empowerment Sub-programme are subsequently discussed.

3.1.1 Review and implement a Community Mobilization and Empowerment Strategy

The Community Mobilization and Empowerment Strategy is a National, cross-sectoral strategy which aims to address critical community mobilization issues affecting the delivery of public services and implementation of programmes under the NDPIII. It targets households to adopt positive attitudes, values and practices that will engender social-economic development at and contribute to poverty eradication at house hold level.

The six planned outputs for FY 2022/23 are: i) National Family Policy disseminated to Local Governments; ii) Training manuals on parenting disseminated to Local Governments; iii) Four capacity building sessions for district Community Development Officers and National facilitators on the Parish Development Model; iv) A handbook on household mentorship developed; v) Media, communication and publicity support to Government programmes in MDAs and LGs. The implementing entities are MGLSD and MoICT&NG. The overall intervention performance was fair. Status of implementation is presented hereafter:



National Family Policy and training manual on parenting disseminated: The policy is meant to protect, promote and preserve the institution of the family. By 31st December 2022, the MGLSD had not disseminated the National Family Policy to LGs, cities and municipalities. The training manual on parenting was yet to be pretested in LGs.

Media, communication and publicity support to Government programmes through the media buying initiative provided: The MoICT&NG through the media buying initiative provided 35 out of 70 public education media programmes for dissemination in print, online, radio, television, digital/social media; and PDM sensitization engagements were conducted and content for the Parish Development Management Information System was developed.

Media and communication support activities provided to MDAs and LGs: The MoICT&NG through support to Uganda Media Centre provided media support to 192 MDAs. A total of 127 engagements for print and electronic media were monitored, and 10 engagements for international press and media attaches were engaged and accredited to communicate Government programmes such as the PDM.

Four capacity building sessions for District Community Development Officers and National Facilitators of PDM to implement Community Mobilization and Mindset Change conducted: The MGLSD conducted two out of four household mentorship sessions where CDOs and leaders of special interest groups that included women, youth, persons with disability and the elderly were trained. A total of 70 districts, cities and municipalities were covered, with 860 sub-county CDOs and 820 leaders of special interest groups were trained. The trainees were expected to mentor and guide enterprise groups and households through the process of visioning and participatory planning in order to catalyze the enterprise groups, communities and households to demand for, and uptake PDM services at grassroots level. Discussions with CDOS in LGs monitored indicated that the training was about:

- i) The PDM Savings and Credit Cooperative Organization or Society mobilization and formation in each parish.
- ii) Identification of subsistence households using community participatory mechanisms. Formation, eligibility, and registration of enterprise groups comprising of a minimum of 10 and a maximum of 30 members. These included farmers 'groups, associations, community-based groups, and agri-traders' groups.
- iii) Enterprise-specific farmer education including good agriculture and business practices, practical training of farmers in agronomy and preparing them to start farming as a business.

Handbook on household mentorship developed: A handbook on household mentorship was developed and used as reference material during training of LLGs. The handbook aided CDOs to facilitate a socially inclusive and democratic participatory process at household and village levels. This was meant to provide a comprehensive approach of mobilizing households to appreciate, demand and uptake government initiatives for social and economic transformation.



3.1.2 Develop and implement a National Civic Education Programme

The intervention aims at improving the level of awareness of roles and responsibilities of families, communities and individual citizens. The eight planned outputs for FY 2022/23 are : i) A strategy on the promotion Equal Opportunities and affirmative action conducted; ii) Eight school debates, four equal opportunity forums/engagements and two tailor made trainings conducted; iii) six fairs conducted; iv) Uganda Broadcasting Corporation supported; v) IT and education materials produced and disseminated; vi) two regional media breakfast meetings; four television, eight radio, eight newspaper supplements/opinions; and vii) 96 live radio talk shows conducted. The lead implementing entities are: MoICT, EOC, URSB and JSC.

The overall intervention performance was fair. Some efforts were made to conduct community sensitizations and school debates on equal opportunities, as well as awareness campaigns on inclusive development. The status of implementation is presented hereafter:

A strategy on the promotion of Equal Opportunities and Affirmative Action conducted:

By 31st December, 2022, the EOC had conducted four out of eight community sensitizations on equal opportunities and government programs; and disseminated the guidelines for inclusive implementation of the PDM in Kasese District in Western Uganda, and the districts of Butalejja, Buyende and Katakwi in Eastern Uganda.

School debates (8), Equal Opportunity Forums/engagements (4) and tailor made trainings (2) conducted: The EOC conducted three out of eight school debates at tertiary level to target young people, older persons, persons with disabilities, men, women, and ethnic minorities on inclusive access to participation and benefit from all development programme at the community level. These were conducted in the following institutions:

- i) National Teachers College in Mubende District under the theme “*The state of equal opportunities in tertiary institutions*” attracted 40 participants (16 women, 24 men). These included 23 youth and 17 adults.
- ii) Busitema University in Tororo District, the motion of the debate was: “*Inclusive education is not tenable in Uganda*”. The debate brought together 40 participants (14 females and 26 male). These included 28 youth and 12 older persons.
- iii) Ankole Western University in Sheema District themed; “*Does gender based violence have an impact on the enjoyment of equal opportunities and rights*”. The dialogue brought together 42 participants (24 women and 18 men).

Fairs (6) in commemoration of the International Youth Day Indigenous Peoples Day and International Day of Persons with Disabilities and International Women’s Day organized:

The EOC conducted four out of the planned six fairs. The International Day of World’s Indigenous People, and the International Youth Day were both commemorated by publishing two features articles in The New Vision. The International Day of Persons with Disabilities in was celebrated in Kole LG, while the World AIDS Day, the International Human Rights Day and 16 Days of Activism against Gender Based Violence were commemorated jointly with development partners (United Nations Human Rights and Feed the Future).



Uganda Broadcasting Corporation Supported: The MoICT&NG financially supported Uganda Broadcasting Corporation through transfers to Government Units by providing media, communication and publicity support. Four radio talk show programs on promoting government programmes especially the PDM and immunization drives were conducted on Peace of Africa FM 94.5, Voice of Life FM 100.9 Arua District, and 92.1 OP FM in Jinja and Kamuli and Point FM-105.1 in Mubende District to publicize Government programmes.

Information Communication and Education materials developed and disseminated: The EOC through the Department of Education, Training, Information and Communications (ETIC) implemented through public awareness campaigns on the Commission's mandate and promotion of inclusive development. The Commission developed and disseminated IEC materials which included 300 out of 600 T-shirts, 320 out of 500 copies of the 10th issue of the Equity Voice, 400 calendars, and 200 branded diaries. The materials were disseminated during the commemorating of the International Day of Persons with Disabilities in Kole LG, others were given to development partners, Members of Parliament, and LGs.

Regional media breakfast meetings (4) to influence equitable reporting conducted: The public was educated on inclusive development, through two out of four planned media breakfast meetings in Masaka and the West Nile region. Both meetings emphasized the need for the media to play a key role in highlighting the state of equal opportunities amongst vulnerable groups during implementation of the PDM to enhance gender and equity responsive reporting. The meetings brought together a total of 105 participants (75 men and 30 women); of these 8 were persons with disabilities, 39 youth, 59 adults, and 7 older persons.

Television, radio, newspaper supplements/opinions conducted: The EOC conducted out of the four planned television talk shows, 4 out of 8 radio talk shows, and published five out of eight newspaper supplements/opinions focusing on the need for programs and services of state and non-state actors to be inclusive of the marginalized.

Live radio talk shows (96) conducted: The Judicial Service Commission conducted 13 out of 96 live talk shows in Hoima, Kiboga, Masindi, Lira and Kampala districts. The radio talk shows increased public knowledge on law, court processes, procedures and administration of justice.

3.1.3 Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation

This intervention aims at enhancing effective mobilization of families, communities and citizens for national development. The three planned outputs for FY 2022/23 are: i) Uganda National Cultural Center supported; ii) Publish newspaper supplements, conduct radio talk shows, and print client charters and information guides and newsletters; iii) Establish linkages to international markets for Ugandan cultural goods & services. The implementing entities are MGLSD, MoFA, and URSB. The intervention performance was poor and status of implementation is presented hereafter:

Uganda National Culture Center Supported: The MGLSD through transfers to other Government Units financially supported the Uganda National Cultural Center (UNCC) with funds worth Ug shs 2.2bn to produce 40 weekly creative artist productions, and 48 weekly Jam sessions for the general public by different music artists, develop and show case 12 new musical talents. Through the 4th UNCC Annual Arts and Culture Festival 12 cultural groups, 5 headliner artists, 10 artists and 4 embassies were in attendance. Details on the breakdown of expenditure were not readily available.



Newspaper supplements published, radio talk shows conducted, client charters and information guides and newsletters printed: The URSB published four newspaper supplements, printed 600 client charters and newsletters distributed to MDAs. A total of 290 media engagements and 10 radio talk shows were conducted to sensitize the public about the services offered by the bureau.

Uganda's participation in international expo events abroad to promote economic and Commercial Diplomacy supported (e.g those organized by missions). The MoFA participated in one planned international event to promote Economic and Commercial Diplomacy. The Uganda Embassy in Brussels organized an event in the Netherlands where members of the Ugandan community were provided the opportunity to register for the National IDs and renew passports.

3.1.4 Develop a Policy on Diaspora engagement

The policy seeks to encourage registration at the missions, mitigate family strain on Ugandans in the diaspora, provide information about investment opportunities and avail incentives. The planned outputs for FY 2022/23 are processes in the development of the policy implemented and this included coordination of engagements to popularize and disseminate the Uganda Diaspora Engagement Framework. The lead implementing entity is Ministry of Foreign Affairs.

The performance was poor as only one out of five planned engagements were conducted in the development of the policy. Status of implementation is presented hereafter:

Engagements held with MDAs to strengthen incentive products for Diaspora investment in Uganda: The MoFA coordinated one out of five planned engagements with the executive of the Uganda diaspora at the Uganda Consulate in Dubai United Arab Emirates to popularize and disseminate the Uganda Diaspora Engagement Framework.

3.1.5 Implement the 15 Household Model for Social Economic Empowerment

The 15-Household Model is implemented through women structures in LGs to empower women at grass root level and their households' access development. The planned outputs for FY 2022/23 were: i) capacity built on sustainability of investments for the community livelihoods groups in refugee hosting districts; and ii) Village Cluster Model rolled out. The lead implementing entities are MGLSD and OPM.

The intervention performance was fair. Refugee and host communities were mobilized and trained in income generating activities. Status of implementation is presented hereafter:

Under MGLSD, this intervention was planned under the Parish Development Model as part of mainstreaming strategy in line with programme approach. The Ministry as the lead agency on PDM Pillar 5 - Community Mobilization and Mindset Change, should empower community members with the right knowledge and skills to assess their needs, identify livelihood options, prioritize livelihood resources and implement sustainable livelihood activities. In line with the reporting requirement, funds received on the PDM SACCOs Accounts are yet to trickle down to the enterprise groups to enable adequate reporting on their use

Capacity built on sustainability of investments for the community livelihoods groups in refugee hosting districts. This is implemented through the Development Response to Displacement Impacts Project (DRDIP) which addresses the social, economic and environmental



needs identified in 15² refugee hosting districts. The project period was from June 2017 to 31st December 2023. Capacity building targeted 45,000 beneficiaries (60% females) in refugee host communities and settlements. The trainings were in fish farming, goat rearing, fish trading, and livestock (goat) trading, tree planting, construction and moulding of construction stoves, goat shade construction, apiary keeping, gender based violence. The districts of Isingiro, Kyegegwa, Kikuube, Kiryandongo, and Hoima were visited and findings are presented hereafter:

Training in tree planting: In Isingiro District, members of Kyeibare C Community Tree Planting Project were taught and sensitized on integration of tree planting with legume crops in order to help to protect trees from damages caused by browsing animals as well as providing alternative sources of income from crop sales thereby contributing to the management and maintenance of woodlots. The group comprised of 69 members (39 females and 30 males) received Ug shs 36 million for tree planting for climate change modification, regulating temperatures, and obtaining timber for firewood.



Implementing Partner JESE sensitizing communities on fruit tree planting, in Rushasha Sub-county, Isingiro District



The structure for briquette machine constructed by Busheeka Briquette Making Group in Kikagata Sub-county, Isingiro District

Training in construction of structure for a briquette making machine: In Isingiro District, Kikagata Sub-county the Busheeka Briquette Making Group were trained by an Implementing Partner - Lorena Stoves to construct a structure for storing a briquette making machine for efficient energy cooking stoves. The group comprised of 16 members (9 females and 7 males) and they received Ug shs 22million from the DRDIP. Construction of a superstructure was ongoing by the time of monitoring in February 2022.

GBV-VAC capacity building under interventions to prevent and mitigate Gender Based Violence and Violence against Children: The project conducted a training of champions in Kiryandongo, Hoima and Kikuube, Isingiro, Kamwenge and Kyegegwa districts on identification, establishment and strengthening the capacity of GBV/VAC champions on social risk management aspect. A total of 710 (419 males, 291 females) champions were trained.



Trainers and trainees of Gender Based Violence, Kikuube District

² Arua, Terego, Madi-Okollo, Koboko, Yumbe, Moyo, Obongi, Adjumani, Lamwo, Kiryandongo Kikuube, Hoima, Isingiro, Kamwenge and Kyegegwa

They included: Community Project Management Committees (CPMCs), Community Procurement Committees (CPCs), Community Watershed Committees (CWSCs), Community Facilitators and the refugee settlement staff.

In Kyegegwa District, training on gender based violence (GBV) was also implemented as a requirement by the DRDIP project implementation procedures, nine beneficiary groups were trained on gender-based violence and violence against children in Kyegegwa sub-county.

Training in construction of cook stoves: In Kiryandongo District, Nyakasenyi Watershed, the Kiryandongo II Community Efficient Cook stove group comprised of 10 women got Ug shs 18.8 million. They trained in construction of stoves and Briquettes. They indicated that the receipts from the sales would be used to increase their household incomes.

Training in goat rearing: In Kiryandongo District, the Rwenkunya Community Interest Group were trained by the Veterinary Officer on how to rear and maintain good healthy goats. The group comprised of 16 members (9 females and 7 males) who got Ug shs 18million to procure the goats. The group members constructed a goat shed and procured over 30 goats. Members hoped that they could earn some income from the business.



Sensitization of members of Mpasana Community Tree Planting Project, in Kyegegwa District about GBV



Kiryandongo II women beneficiaries moulding cook stoves in Kiryandongo District



Goats belonging to Community Interest Group in Rwenkunya, Kiryandongo District

Sub-programme conclusion

Overall performance of the sub-programme was fair. Three out of five interventions exhibited fair performance, whereas two had poor performance. Implementation was still characterised by segmented and disjointed community mobilisation activities that led to duplication. The trainings under DRDIP were implemented by implementing partners, however, their impact was yet to be felt as in some communities especially under the energy component.

The affirmative action in the composition of groups was not adhered to in the formation process of the enterprise groups. The most active beneficiaries in the programme were not in the subsistence



economy. The DCDOs and National Facilitators trained faced a challenge of the subsistence households not embracing the programme. The sub-programme objective of enhancing effective mobilisation of families, communities and citizens for National development was yet to be achieved.

Recommendation

The Programme Working Group in consultation with the planning units should realign and prioritise implementation of the planned outputs, performance targets in line with the sub-programme and the overall Programme.

3.2 Strengthening Institutional Support Sub-programme

The sub-programme objective is to strengthen institutional capacity of Central, Local Governments and non-state actors for effective mobilization of communities. The sub-programme has three interventions namely: i) Equip and operationalize community mobilization and empowerment (CME) institutions/ structures of Central, Local Government and non-state actors; ii) Establish and operationalize community development management information system (CDMIS) at parish and sub-county level; and iii) Institutionalize cultural, religious and other non-state actors in community development initiatives. The sub-programme interventions are implemented by the MGLSD, DEI, and MoICT&NG.

Financial Performance

The approved budget FY 2022/23 for the sub-programme is Ug shs 2.668bn, of which Ug shs 1.012bn (38%) was released and Ug shs 0.809bn (80%) spent by 31st December 2022. This was a good release and absorption. The biggest proportion of budget allocation was under the intervention of - Equip and operationalize Community Mobilization and Empowerment (CME) institutions at 91%, whereas the least was - Institutionalize cultural, religious and other non-state actors in community development initiatives with 9%.

Sub-programme Performance

Semi-annual monitoring focused on all three interventions and the overall sub-programme performance of was fair with 51% of planned outputs achieved as shown in able 3.4). At intervention level, performance varied with one exhibiting fair performance and two attaining poor results. *Refer to Annex 4 for details of sub-programme and output performance.*

The key constraint under the sub-programme was poor planning and prioritization of planned outputs in line with the objectives of the programme.



Table 3.4: Performance of interventions under the Strengthening Institutional Support Sub-programme by 31st December 2022

Intervention	Performance status	Remarks
Equip and operationalize community mobilization and empowerment (CME) institutions/ structures	Poor	Poor (achieved 42% of outputs). This intervention is not in line with the sub-programme objective.
Establish and operationalize community development management Information system (CDMIS) at parish and sub-county level	Fair	Fair (achieved 62% of outputs). PDMIS Registration and Financial Inclusion System was used to collect data from 48 % of the parishes.
Institutionalize cultural, religious and other non-state actors in community development initiatives	Poor	Poor (achieved 49% of outputs); the Inter religious Council of Uganda and Religious Faith Organizations were financially supported with wage funding to uptake of Government Programmes.

Source: Author's Compilation

Detailed performance of the three interventions under the Strengthening Institutional Support Sub-Programme are discussed hereafter:

3.2.1 Equip and Operationalize Community Mobilization and Empowerment institutions/ structures

The intervention focuses on strengthening institutional capacity of central, local government and non-state actors for effective citizen mobilization and dissemination of information to guide and shape the mind-sets/ attitudes of the population.

The five planned outputs for FY 2022/23 are: i) Harmonized design for Rural Training Centres and Community Development Centres developed; ii) 10 Community Mobilization and Empowerment (CME) institutions/ structures operationalized; iii) National/ public Library of Uganda equipped; and iv) Office for Resident District Commissioner (RDC) of Mukono renovated, and v) Office for the Resident District Commissioner of Nebbi district procured. The outputs are implemented by the MGLSD and OP. The performance was poor, and status of implementation is presented hereafter:

Harmonized design for Rural Training Centres (RTCs) and Community Development centres developed: The MGLSD assessed the RTCs³ to establish their status and challenges. Owing to the limited funds, renovation and equipping of the RTCs was considered under the unfunded priority. The Ministry also mapped 234 Community Development Centres in various LGs, to determine their needs regarding technical assessment, environment, demand analysis, and human resource analysis for.

National/Public Library of Uganda equipped: Ten planned ICT open access centres were established in the libraries of Kamuli, Busia, Mbale, Lira, Moroto, Masaka, Kabale, Kisoro, Entebbe and Masindi districts. They were also equipped with reading materials.

One Resident District Commissioners (RDCs) office constructed: The Office of the President initiated the procurement process for the civil works of the Office of RDC of Mukono District.

³ Arapai in Soroti; Mubende, Kikungiri in Kabale; Bunyoro in Hoima and Moroto



3.2.2 Establish and Operationalize Community Development Management Information System at Parish and Sub-county level

This is an integrated electronic web-based community information system and platform also referred to as the Parish Development-Based Management Information System (PDMIS). It supports community profiling, data collection, analysis, tabulation, entry, storage to a central database and dissemination at all levels.

The planned output for FY 2022/23 is: Parish Development Based Management Information System (PDMIS) developed and implemented. The implementing entities are MoICT&NG, MGLSD, MFPED and the LGs. The overall intervention performance was fair at 62%. Status of implementation is presented hereafter:

The PDMIS was developed and three out of six modules operationalized by the MoICT&NG. The system was being used to collect data from 48 % of the parishes in Uganda. Data collection was operationalized through the Parish Model and a total of 28,296 out of 33,000 data collectors were recruited and trained by the LGs and municipal councils in the 10,594 parishes. The data collection exercise has so far been rolled out to 3,286,390 households out of the target 8.97 million households, in 58,611 villages; and 12,746,055 of the population profiled in Tororo, Busia, Budaka, Butebo and Butaleja districts in Bukedi sub-region.

Implementation was affected by slow response from some key stakeholders during data collection, low enumeration for data collectors that was set at Ug shs 10,000 per day worked which could not measure up to the amount of work done and distances covered during data collection exercise. Irregular network connectivity issues were a major challenge to household and village profiling.

3.2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives

This intervention seeks to strengthening institutional capacity of central, local government and non-state actors for effective mobilization of communities.

The planned outputs for FY 2022/23 are: i) reports on the development of the religious faith organization policy and; ii) Reports on Government engagement with religious and faith organizations (RFOs) on mind-set change as per the parish development model produced.; iii) A mind-set manual for faith communities disseminated; iv) Awareness creation on intervention of Inter religious council of Uganda (IRCU) conducted; vi) E-letters and pastoral letters produced; and vii) three IRCU policy instruments reviewed (HR manual, finance and operating procedures manual). The implementing entities are DEI and MGLSD.

The overall intervention performance was poor. The planned outputs are too ambiguous and some not related to the intervention. Status of implementation on findings are presented hereafter:

Government engagement with religious and faith organizations (RFOs) on mindset change as per the parish development model and reports produced: Consultations between the DEI and the Inter-Religious Council of Uganda were ongoing. The MGLSD and Inter Religious Council of Uganda (IRCU) developed and disseminated a mindset manual for faith communities among religious institutions. A total of 126 members of the District Interfaith committees composed of religious leaders (54), women (36) and youths (36) were mentored in supporting Inter Religious Council of Uganda.



Sub-programme Conclusion

The overall performance of the sub-programme was poor. This was attributed to poor planning and prioritization of the most planned outputs not in line with the sub-programme objectives and the objective of strengthening institutional capacity of central, local Governments and non-state actors for effective mobilization of communities.

Recommendation

The Programme Working Group should realign the planned outputs in line with sub-programme objectives and the programme objective.

3.3 Civic Education and Mindset Change Sub-programme

The sub-programme objective is to promote and inculcate the National Vision and Value System and reduce negative cultural practices and attitudes. The sub-programme has seven interventions and these include:

- i. Develop and implement a national service program;
- ii. Popularizing the National Vision, interest and common good for the citizenry;
- iii. Establish a National incentives framework including rewards and sanctions for best performing workers, leaders and communities;
- iv. Develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities;
- v. Develop and enforce ordinances and by-laws to ensure the national vision and value system is adhered to;
- vi. Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs; and
- vii. Promote advocacy, Social mobilisation and Behavioural Change Communication for community development.

The sub-programme interventions are implemented by the following entities: MoES, OP, MoICT, MGLSD, DEI, MoLG, JSC, NPC, UBOS, URSB, and LGs.

Financial Performance

The approved budget FY 2022/23 for the sub-programme is Ug shs 12.590bn, of which Ug shs 5.846bn (46%) was released and Ug shs 5.358bn (92%) spent by 31st December 2022. This was good release and absorption. The biggest proportion of budget allocation was under the intervention to - develop and implement a National Service Program with 59%; while the least was - develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities with 1%.

Sub-programme Performance

Semi-annual monitoring focused on all seven interventions and the overall average performance of the Civic Education and Mindset Change Sub-programme was fair with 52% as shown in table 3.5. At intervention level, performance varied with four exhibiting fair performance, and three attained poor performance. Refer to Annex 4 for details of sub-programme and output performance.



Table 3.5: Performance of interventions under the Civic Education and Mindset Change Sub-programme by 31st December 2022

Intervention	Performance status	Remarks
Develop and implement a National Service Program	Fair	Fair (achieved 64% of outputs). Patriotism was implemented in schools by Office of the President.
Popularize the National vision, interest and common good for the citizenry	Fair	Fair (achieved 51% of outputs). Engagement meetings were undertaken to complete the Regulatory Impact Assessment on the National Guidance Policy by the MoICT&NG.
Establish a National incentives framework including rewards and sanctions for best performing workers, leaders and communities	Fair	Fair (achieved 52% of outputs). Medals were procured by the OP for awarding the best performing workers.
Develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities	Fair	Fair (achieved 51% of outputs). Training for Integrity Focal Persons (IFPs) in work ethics for 8 LGs and 4 civil society organizations was not undertaken, however training was conducted for 48 MDAs by DEI.
Develop and enforce ordinances and by-laws to ensure the national vision and value system is adhered to	Poor	Poor (achieved 47% of outputs). Urban Councils instead of LGs were trained in legislation process to formulate ordinances and bye-laws by MoLG. National Culture Policy developed output by MGLSD was not in tandem with the intervention.
Promote advocacy, social mobilisation and behavioural change communication for community development	Poor	Poor (achieved 53% of outputs). Awareness campaigns on marriages and business formalization were conducted by URSB; the State of Uganda Population Report was launched by National Population Council.
Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs	Poor	Poor (achieved 43% of outputs), although cultural leaders were financially supported to promote development programmes. Few meetings were undertaken to lay strategies for the elimination of pornography

Source: Authors' Compilation

Detailed performance of the seven interventions under the Civic Education and Mindset Sub-Programme are discussed hereafter:

3.3.1 Develop and implement a National Service Program

The program seeks to encourage students and teachers to become a new breed of enlightened citizens, committed to National Service among other objectives. Promoting patriotism in schools through formation of patriotism clubs in all post primary schools and colleges by the OP was intended to nurture a new generation of Ugandans with new positive attitudes towards their country, themselves and work.

The three planned outputs for FY 2022/23 are: i) Reports on sensitization and awareness programs on patriotism and mindset change conducted; ii) Capacity of citizenry built; iii) Capacity of senior staff in MDAs and LGs built in patriotism ideology and mindset change. The lead implementing entity is the Office of the President.



Overall performance was fair. Some capacity building activities in patriotism and ideology were conducted. The status of implementation is presented hereafter:

Reports on sensitization and awareness programs on patriotism and mindset change prepared: The Office of the President planned to prepare four reports on sensitization and awareness programs on patriotism and mind-set change conducted through media houses (10 Radio stations and 3 media houses). By 31st December, 2022, 16 awareness and sensitization programs concerning patriotism and mindset change had been conducted on 15 radio stations and one youth program on UBC targeting the districts of Rakai, Kyotera, Sembabule, Bukomansimbi, Lyantonde, Lwengo, Kalungu, Masaka and Kalangala.

Capacity of citizenry built: The capacity of 19,329 out of 50,000 citizenry in the patriotism ideology including students, teachers, PWDs, youth and alumni was built. Three staff of the National Service Program were trained in good governance, and monitoring & evaluation, capacity in patriotism ideology and mindset change built for 15 out of 40 formal and informal association school head teachers and youth leaders in Ntungamo District, Youth in Gayaza, Kansangati and Kira Town councils, Seeta, Mukono, Old Kampala and Ibanda District.

Capacity of senior staff in MDAs and LG built in patriotism ideology and mindset change: The Office of the President built capacity for 1,806 out of 2,000 senior staff in 19 MDAs. These comprised of RDCs, Fisheries Protection Unit, National Water and Sewerage Corporation, Uganda Peoples Defence Forces, Uganda Revenue Authority, Uganda Scouts Association, Uganda Railways Corporation, and Uganda Tourism Board. The LGs included Hoima City, Buliisa, Kibale, Hoima, Kiryandongo, Ibanda, Ntungamo, Kumi, Kyotera and Rakai. The training programs were conducted in national and primary teachers' colleges, secondary schools and health training institutions.

3.3.2 Popularize the National Vision, interest and common good for the citizenry

The planned output for FY 2022/23 is nationwide consultative engagements on the content of National Guidance Policy (NGP). The lead implementing agency is MoICT&NG. Overall performance was fair, and status of implementation is presented hereafter:

Nationwide Consultative Engagements on the Content of NGP Development: The NGP is meant to facilitate ideological orientation through education of citizens on the core national strategic areas and mind-set transformation towards national interest and the common good. Five engagement meetings were held to provide a harmonized approach for completion of the regulatory impact assessment on the National Guidance Policy. Information regarding the engagement meetings was not readily available.

3.3.3 Establish a National incentives framework including rewards and sanctions for best performing workers, leaders and communities

The seven planned outputs for FY 2022/23 are: i) National honours list of names published in the National gazette; ii) Reports on investiture ceremonies produced; iii) Online data bank of medallists established; iv) 695 Medals purchased; v) A framework for identification and recognition of exemplary achievers established; vi) Hall of fame operationalized and equipped; vii) Staff trained in management of the framework.

The lead implementing agency is the Office of the President. Overall performance was fair. Status of implementation is presented hereafter:



The Office of the President established an online databank of medals. A total of 600 out of the planned 695 medals were purchased. These were meant to be distributed during the award ceremonies. A framework for identification and recognition of exemplary achievers was established. The OP through the chancery conducted sensitization on National honours and awards in the sub-regions of Lango, Acholi, Karamoja and Teso. Research on the profiles of persons deserving honour was implemented in the sub-regions of Busoga, Central Buganda, Western Uganda and West Nile. The names of the honoured citizens were published in the National gazette, reports on investiture ceremonies produced, and staff trained in management of the framework were not implemented.

3.3.4 Develop and Operationalize a system for inculcating Ethical Standards in the formal, informal and all communities

The planned output for FY 2022/23 is: A Four reports on training of 8 LGs and 4 Civil Society Organizations in mainstreaming National ethical values in Northern and Western Uganda produced. The lead implementing agency is the Directorate of Ethics and Integrity.

Overall performance was poor. A system for inculcating ethical standards in formal, informal and all communities was not developed.

Training of Local Governments and Civil Society Organizations (CSO) on ethical values produced: Integrity focal persons (IFPs) in work ethics for 48 MDAs were trained. The Directorate of Ethics and Integrity also held a meeting with the Church of Uganda Bishops from Northern Uganda to consult on a wide range of issues, including rebuilding morals and the fight against corruption.

3.3.5 Develop and Enforce Ordinances and Bye-laws to ensure the National Vision and value system is adhered to

The planned outputs for FY 2022/23 are: i) Cities and LGs supported to formulate ordinances and bye-laws for decent living; and ii) National Culture policy disseminated to 176 Local Governments. The implementing entities are MoLG and MGLSD.

Overall performance was poor. Ordinances and bye-laws were not developed. The National Culture Policy was not in line with the intervention.

Cities and Local Governments Supported to formulate Ordinances and Bye-laws for decent living: The Local Government Act Chapter, 243 gives legislative powers to LGs to enact ordinances and bye-laws for proper and effective implementation of Government programs, national policies and laws. The District Councils have powers to formulate ordinances, while the LLGs formulate bye laws. By 31st December 2022, the cities and LGs were not supported to formulate ordinances and bye-laws, instead the MoLG 15 out of 40 planned Urban Local Councils on the formulation and management of ordinances and bye-laws. There was no evidence on the implementation of this output.

National Culture Policy disseminated to Local Governments: A National Culture Policy was developed. A total of 24⁴ out of 80 LGs were monitored for collection of more data on the National culture priority interventions and family guidelines in the sub-regions of Busoga and Ankole.

⁴ Bugiri, Buyende, Iganga, Jinja, Kaliro, Kamuli, Luuka, Mayuge, Namayingo, Namutumba, Kamuli Municipality and Bugiri Municipality); Bushenyi - Bushenyi, Buhwezu, Ruburizi, Mitooma, Sheema, Sheema Municipality, Isingiro, Kiruhura, Ibanda, Mbarara, Mbarara City, Ntungamo



3.3.6 Conducting Awareness Campaigns and Enforcing laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs

The two planned outputs for FY 2022/23 are: Cultural leaders supported and pornography control committee meetings conducted. The implementing entities are MGLSD and DEI. The overall performance was poor.

Cultural leaders supported: The MGLSD supported all 14 cultural leaders⁵ of respective institutions with monthly emoluments of Ug shs 5m per institution to mobilize communities and engage them in awareness of Government Programmes for example vaccination and immunization drives, and the Parish Development Model.

Pornography control committee meetings conducted: The DEI conducted a consultative meeting with local leaders including the Chief Administrative Officers, religious leaders, and local council members among others on how best to fight pornography in the society. However, a report on this was not readily available.

3.3.7 Promote advocacy, social mobilization and behavioural change communication for community development

The intervention focuses on reducing negative cultural practices and attitudes. The three planned outputs for FY 2022/23 are: i) Capacity of MDAs, LGs, champions, and partners built to integrate demographic dividend priority actions; ii) URSB services implemented; iii) 100 people trained on insolvency law. The lead implementing entities are the National Population Council, MGLSD, URSB and MoES. The overall performance was fair.

Capacity of MDAs, LGs, champions, and partners built to integrate demographic dividend priority actions: The National Population Council undertook advocacy on demographic dividend activities implemented during the World Population Day on July 11 2022 and 300 partners attended the launch of the State of Uganda Population Report, 2022. The activities were structured across six sectors including family planning, maternal and child health, education, women empowerment, among others, and data collected through an online survey that evaluated perception of experts provided judgement to set a favourable policy environment to harness a demographic dividend.

Uganda Registration Service Bureau services implemented: Three out of 12 newspaper strips on marriage registration were published; Mbale LG officials including the CAO, Deputy CAO, Town Clerks, Senior Assistant Secretary, sub-county chiefs, pastors and other LG officials were trained on submission and filing of online marriage returns. A total of 578 National Marriage Registration System accounts existed.

Incentives for formalization of business provided: The focus was on vulnerable groups including youth, women, persons with disability and the elderly. The Uganda Registration Service Bureau sensitized women in agri-business that bank in DFCU Bank on business formalization and access to credit using their agricultural produce. This was organized by the Agricultural Development Centre in partnership with DFCU Group.

⁵ *Emorimor Papa Iteso, Omukama wa Buruli, Kamuswaga wa Kooki, Inzu ya Masaba, Obudingiya wa Bwamba, Isebantu Kyabazinga wa Busoga, Ikumbania wa Bugwere, Omukama wa Bunyoro Kitara, Lwawi Rwodi me Acholi, Kwar Adhola, Omusinga wa Rwenzururu, Won Nyanci me Lango, Omukama wa Tooro, Rwoth Ubimeu me Alur.*



Sub-programme Conclusion

The Civic Education & Mindset Change Sub-programme performance was fair. Four of the seven interventions exhibited fair performance, while three showed poor performance. There was no clear comprehensive civic education and mindset program developed to guide the action planning.



CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Programme Conclusion

The overall performance of the Community Mobilization and Mindset Change Programme was fair at 51% with all three two sub-programmes exhibiting fair performance. Overall the low levels of prioritization of planned outputs in line with programme interventions, and poor coordination with various entities and LGs affected achievement of programme objectives and interventions. This was coupled with inadequate budgets and lack of equipment for community development departments at LG and district levels. The community mobilisation function in Government is heavily segmented and this scatters scarce resources that would otherwise efficiently be used if consolidated under the MGLSD.

4.2 Recommendations

- i. The MFPED, MoPS, MoLG and the Civil Service College Uganda should develop a comprehensive training program on mindset change in the public sector.
- ii. The Programme Working Group should rally stakeholders to work together and harmonize interventions in in line with the proposals in the NDPIII.
- iii. The MGLSD together with other implementing agencies should strengthen partnerships and collaborations with development partners so as to promote synergies and sharing of information and resource mobilization.



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Integrated Financial Management System Data for FY 2022/23

Uganda Registration Services Bureau Progress Report PBS Quarter 2 Progress Reports FY 2022/23.

Ministry of Gender, Labour and Social Development Progress Report Quarter 2 FY 2022/23

Office of the Prime Minister Report Quarter 2 FY 2022/23

Ministry of Foreign Affairs Report Quarter 2 FY 2022/23

Ministry of Local Government Report Quarter 2 FY 2022/23

Equal Opportunities Commission Progress Report Quarter 2 FY 2022/23

Judicial Service Commission Progress Report Quarter 2 FY 2022/23

Office of the President Progress Report Quarter 2 FY 2022/23

Department of Ethics and Integrity Report Quarter 4 FY 2022/23

Ministry of ICT and National Guidance Progress Report Quarter 2 FY 2022/23

Third National Development Plan (NDPIII) 2020/21 – 2024/25

National Budget Framework Paper FY 2022/23– FY 2025/26- Ministry of Finance, Planning and Economic Development.

National Development Plan III PIAP, National Planning Authority



ANNEXES

Annex 1: Interventions Monitored under the Community Mobilization and Mindset Change Programme Monitored for Semi-annual FY 2022/23

Vote	Sub-Programme	Sampled intervention	Sampled districts/ Institutions
MGLSD, MoICT	Community Sensitization and Empowerment Sub-programme	Review and implement a Community Mobilization Strategy	MGLSD; Bukedea, Soroti, Mbale, Nakasongola, Kabale, Bushenyi, Bullisa, Hoima, Kikuube, Kagadi, Masindi, Masindi MC, Hoima City, Kibaale, Kabarole, Kyenjojo
JSC, MoICT, EOC		Develop and implement a National Civic Education programme	MoICT; Nyendo-Masaka City; Buikwe Town Council; Bulambuli, Gulu and Kabale. Mbarara, Kakumiro
MoFA		Diaspora engagement policy developed and implemented	MoFA Headquarters
MGLSD, OPM		Implement the 15 Household model for social economic empowerment	MGLSD, Isingiro, Hoima, Kiryandongo, Kikuube, Obongi, Kyegegwa
MGLSD, DEI	Strengthening Institutional Support Sub-programme	Equip and Operationalize Community Mobilization and Empowerment institutions/ structures	MGLSD, Bukedea, Kabale, Kiryandongo, Bukedea, Bulambuli, Mbale, Kabarole, Kyegegwa, Kyegegwa, Masaka, Kasese, Hoima
		Establish and operationalize (CDMIS) at Parish and Sub-county level	MGLSD, MoICT&NG
		Institutionalize cultural, religious and other non-state actors in Community Development initiatives	MGLSD, DEI, Gulu, Kitgum, Inter Religious Council of Uganda
Vote 018 MGLSD; Vote 001 OP; Vote 148 JSC; Vote 119 URSB	Civic Education and Mindset Change Sub-programme	Develop and implement a National service program	MGLSD MoES, Kabale. and Rukungiri, Kasese,
		Popularize the National vision, interest and common good for the citizenry	MoICT&NG
		Establish a National incentives framework	Office of the President
		Develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities	MGLSD, Kyegegwa, Nakasongola,
		Develop and enforce ordinances and by-laws	MoLG, MGLSD, Iganga, Bushenyi,
		Promote advocacy, Social mobilization and Behavioural Change Communication for community development	MGLSD, URSB Kyegegwa, Kikuube, Bulisa, Rukungiri, Ntungamo, Hoima City, Kagadi,
		Conducting Awareness Campaigns and Enforcing laws enacted against negative and/or harmful religious, traditional/ cultural practices and beliefs	MGLSD; JSC Jinja, Mbale, Kabarole, Hoima, Kibaale, Masindi, Bullisa.

Source: Authors Compilation



Annex 2: Performance of Community Sensitization and Empowerment Sub-Programme as at 31st December 2022

Output	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
National Family Policy and training manual on parenting disseminated	0.264	49.1	98	2.00	0.50	50.97	Though the parenting manual and family policies are in draft form expenditures were on wage by MGLSD.
Media, communication and publicity support to programmes	6.393	2.0	56	1.00	0.09	45.00	Funds released were for advertising and public relations for sensitization and awareness for participation in national policies by MoICT&NG.
Media and communication support activities provided	1.907	37.3	66	1.00	0.20	53.58	Funds released were on support to media engagements to publicize Government Programmes by MoICT&NG.
Capacity built for DCDOs and National facilitators; Handbook on household mentorship developed	2.439	39.8	79	2.00	0.50	62.74	Funds were spent on workshops, meetings and seminars, travel inland and wage component. Capacity building of CDOs was conducted in LGs MGLSD.
A strategy on the promotion Equal Opportunities and Affirmative Action conducted; School debates, Equal Opportunity Forums and tailor made trainings conducted; Fairs conducted	0.499	52.8	100	3.00	1.2	75.8	Though the EOC conducted sensitization meetings and school debates in 7 LGs, 66% of funds released were spent on travel inland.



Output	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Information Communication and education materials produced and Regional media breakfast meetings to influence equitable reporting conducted disseminated; Television, Radio, Newspaper supplements conducted	0.283	44.6	99	3.00	0.40	50	Funds were spent on publicizing EOC activities.
Uganda Broadcasting Corporation supported	12.000	28.9	100	1.00	0.15	51.97	Funds were spent on transfers to Other Government Units for providing media, communication and publicity support by MoICT-UBC.
Uganda National Cultural Centre supported	7.673	38.4	80	1.00	0.25	65.11	Funds were spent on supporting Uganda National Cultural Centre (Ug shs 0.8bn) and Inter religious Council of Uganda activities (Ug shs 1.5bn) by MGLSD.
Newspaper supplements published, radio talk shows conducted, client charters and information guides and newsletters printed	0.685	58.0	64	1.00	0.25	43.09	Funds were spent on advertising and public relations on registration services for the URSB.
Uganda's participation in international expo events abroad to promote economic and Commercial Diplomacy supported.	0.238	25.0	73	4.00	0.40	40.02	Funds were spent on allowances for promoting 6 international expo events.



Output	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Engagements held with MDAs to strengthen incentive products for Diaspora investment in Uganda	0.161	25.0	82	4.00	0.49	49.00	Funds were spent on allowances where engagements to popularize / disseminate Uganda Diaspora Engagement Framework were undertaken in Dubai UAE by MoFA.
Average Output Performance						53	Fair

Source: IFMS Data/ Progress Reports, Field Findings

Annex 3: Performance of Strengthening Institutional Support Sub-programme as at 31st December 2022

Output	Financial Performance			Physical Performance				Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Adjusted Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Government engagement with Religious and Faith Organizations (RFOs) on Mind-set Change as per the Parish Development Model	0.300	17.4	98	7.00	1.22	0.55	49.2	The MGLSD financially supported the interreligious Council of Uganda to coordinate Government Programmes.
Harmonized design for Rural Training Centres (RTCs) and Community Development centres developed; Community Mobilization and Empowerment (CME) institutions/ structures operationalized; National/ Public Library of Uganda equipped;	2.439	39.8	79	3.00	2.39	0.5	41.8	The MGLSD financially supported the National Library of Uganda was to coordinate planned outputs.
Average Output Performance						46	Poor	

Source: IFMS Data/MGLSD, DEI Project Report/ Field Findings



Annex 4: Performance of Civic Education and Mindset Change Sub-programme as at 31st December 2022

Output	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Reports on Sensitization and awareness programs on Patriotism and mindset change prepared; Capacity of citizenry built; Capacity of senior staff in MDAs and LG built in Patriotism ideology and mind-set change	7.461	51.9	94	6.00	2.00	64.23	Funds were spent on capacity building and sensitizations in Patriotism by Office of the President.
National wide consultative engagements on content of NGP development	1.485	15.3	69	1.00	0.08	50.90	Funds were spent on engagement meetings to complete the regulatory impact assessment on National guidance policy by MoICT&NG.
Online data bank of medallists established; 695 Medals purchased; A framework for identification and recognition of exemplary achievers established	1.639	68.2	90	7.00	2.50	52.39	A total of 600 out of the planned 695 Medals for exemplary awards were purchased by Office of the President.
Training of Local Governments and Civil Society Organizations (CSO) on ethical values produced	0.101	14.8	97	2.00	0.15	50.71	Funds were spent on trainings of Integrity Focal Persons (IFPs) in work ethics for 48 MDAs by DEI.
Anti-Pornography Education and Apprehension of Offenders	0.429	35.0	99	1.00	0.15	42.91	Funds were spent on meetings to lay strategies for the elimination of pornography by DEI.
Capacity of MDAs, LGs, Champions, and Partners built to integrate Demographic Dividend priority actions; Uganda Registration Service Bureau Registration Service Incentives for formalization of business provided	1.475	31.5	88	3.00	0.50	52.95	Funds were spent on advertising and public relations during advocacy activities for launch of world population day by NPC
Average Output Performance						52	Fair

Source: IFMS Data/ MoICT&NG, NPC, DEI, OP Project Report/ Field Findings



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