



# COMMUNITY MOBILIZATION AND MINDSET CHANGE PROGRAMME

## Semi-Annual Budget Monitoring Report

Financial Year 2023/24

March 2024

Budget Monitoring and Accountability Unit  
Ministry of Finance, Planning and Economic Development  
P.O. Box 8147, Kampala  
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## ABBREVIATIONS AND ACRONYMS

CDMIS	Community Development Management Information System
CDO	Community Development Officer
CIG	Community Interest Group
CME	Community Mobilization and Empowerment
CMMC	Community Mobilization and Mindset Change
CMOs	Collective Management Organizations
CPC	Community Procurement Committee
CPMC	Community Project Management Committee
CWC	Community Watershed Committee
DLGs	District Local Governments
DRDIP	Development Response to Displacement Impacts Project
DRMS	Domestic Revenue Mobilization Strategy
EOC	Equal Opportunities Commission
FY	Financial Year
FAO	Food and Agriculture Organization
GoU	Government of Uganda
ICOWEL	Integrated Community Learning for wealth
IFMS	Integrated Financial Management System
IP	Intellectual Property
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
MPS	Ministerial Policy Statements
MGLSD	Ministry of Gender, Labour and Social Development
MoICT-NG	Ministry of Information, Communication and Technology and National Guidance
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 Plan
PWDs	Persons with Disability
RDC	Resident District Commissioner
RIA	Regulatory Impact Assessment
SACCOs	Savings and Credit Cooperatives
SUICOLEW	Support to Integrated Community Learning for Wealth Creation Programme
UBOS	Uganda Bureau of Statistics
URSB	Uganda Registration Service Bureau
ZTCP	Zero Tolerance to Corruption Policy



## FOREWORD

At the start of this Financial Year 2023/24, the Government of Uganda outlined strategies to accelerate the country's economic growth agenda. Some of these strategies centered on enhanced domestic revenue mobilization and collection, and effective implementation of various initiatives to improve the efficiency and effectiveness of government programs and projects.

Within your programmes, I urge you to undertake a comprehensive reflective exercise to find out if indeed the interventions being implemented are achieving the true essence of efficiency and effectiveness. If not, why? How can this situation be remedied? Without efficiency and effectiveness, the impact and the ensuing sustainability from the interventions will not be achieved, thus reducing the opportunities for investment in new and more productive ventures.

The government is concerned that some programmes have stagnated at fair performance over the years, although they receive a considerable amount of their budgets annually. These monitoring findings form a very important building block upon which the programmes can begin the reflective exercise. I will be happy to hear your ideas on how the last-mile service delivery can be improved.

Ramathan Ggoobi  
**Permanent Secretary/Secretary to the Treasury**



## EXECUTIVE SUMMARY

The goal of the Community Mobilization and Mindset Change (CMMC) Programme is to empower citizens, families and communities for increased responsibility and effective participation in sustainable National development. This report presents findings of an assessment conducted on the Programme's interventions within the three sub-programmes of: Community Sensitization and Empowerment; Strengthening Institutional Support; and Civic Education and Mindset Change, for the period 1<sup>st</sup> July 2023 to 31<sup>st</sup> December 2023.

### Overall Programme Performance

#### Financial Performance

The approved Community Mobilization and Mindset Change Programme budget for financial year (FY) 2023/24 is Ug shs 36.274 billion (bn). By 31<sup>st</sup> December 2023, Ug shs 22.808bn (63%) was released and Ug shs 18.154bn (80%) spent. Both the release and absorption were good. The strengthening Institutional Support Sub-programme had 75% of the programme budget, while Civic Education and Mindset Change had the least (7%).

#### Performance Highlights

The overall CMMC Programme performance was poor at 48% by half-year attributed to poor coordination, strategic planning and budgeting, non-prioritization of the programme's interventions in the overall medium-term expenditure framework (MTEF) allocations, coupled with inadequate staffing and retooling of community development structures at decentralized levels. Most of the institutions within the programme were allocated only fixed costs (wages and salaries, rent, pension, gratuity and utilities among others) for FY2023/24.

#### Community Sensitization and Empowerment Sub-programme

The sub-programme performance was fair at 58%. Effective mobilization of families, communities and citizens for national development was enhanced through capacity building for 1,680 (860 Community Development Officers (CDOs) in local governments and 820 Special Interest Groups - youth, women, older persons and persons with disabilities) on the use of the Village Cluster Model to implement Household Mentorship and Visioning under the Parish Development Model (PDM). This was spearheaded by the Ministry of Gender, Labour and Social Development (MGLSD). The 15 Household Model for Social Economic Empowerment was implemented through the Village Cluster Model as part of the mainstreaming strategy in line with the programme approach in FY2023/24.

The training of trainers (ToTs) is expected to reach out to the already-formed enterprise groups and households to mentor and guide them through the process of visioning and participatory planning. This was intended to catalyze the enterprise groups, communities and households to demand and uptake PDM services at the grassroots level. In all LGs monitored, the CDOs had not reached out to the enterprise groups at the household level because of budgetary constraints. The Office of the Prime Minister (OPM) under the Development Response to Displacement Impacts Project (DRDIP) trained beneficiary groups in 15 refugee resettlements in household livelihood and environmental activities to enhance their incomes e.g. goat rearing, produce buying and selling, tree planting and beekeeping.





Equal Opportunities Commission (EOC) Communications Strategy, emergency responses to various issues were successfully conducted, along with numerous radio and TV talk shows and the dissemination of promotional materials. These enhanced appreciation and visibility on the EOC mandate in line with the NDPIII Programmes and the seven pillars of PDM. Financial support was provided to National Cultural Centres and traditional institutions, and the monthly emoluments of Ug shs 5 million were enhanced to mobilize communities for development.

A total of 26 LGs were monitored by MGLSD and provided with technical support on the implementation of the national culture priority interventions, family and parenting guidelines in the Western, Central, Eastern, and Northern regions and capacity building of 360 youths, women and religious leaders on PDM was conducted in Masindi, Kiryandongo, Hoima, Namutumba, Bugiri and Bugweri districts.

Under the Diaspora Policy, the Ministry of Foreign Affairs participated in one trade and investment forum and exhibition, and the Trade and Investment Forum organized by the Diaspora of Dubai in the United Arab Emirates (UAE).

### **Strengthening Institutional Support Sub-programme**

The sub-programme attained poor performance at 48% attributed to poor strategic planning and prioritization as most planned outputs were not in line with the sub-programme objectives and interventions. However, five sets of top management reports were prepared out of 12 planned, and quarterly political monitoring was conducted for several programs including Social Assistance Grant for Empowerment (SAGE), National Special Grant for Persons with Disabilities, Joint Uganda Women Entrepreneurship Programme (UWEP), Youth Livelihood Programme (YLP) (UWEP/YLP), and Green Jobs programs. Communication and public relations services included various activities such as newspaper supplements, TV talk shows, radio talk shows, newspaper features, banners, infomercials, and social media campaigns.

### **Civic Education and Mindset Change Sub-programme**

The interventions under this sub-programme were implemented in different programmes. For instance - implement a National Service Program was under the Office of the President (OP) where capacity was built for 32,689 out of the planned 5,000 citizenries (students, teachers, PWDs, and youth in patriotism ideology and mindset change. Forty sensitization and awareness programmes on patriotism ideology and mindset change were conducted through media houses. Monitoring of patriotism activities was done in 231 post-primary, secondary and tertiary institutions, and two monitoring and evaluation reports were produced, capacity of 20 out of the planned informal communities was built in patriotism ideology and mindset change by the OP under the Governance and Security Programme. Several interventions were not implemented since they were transferred from the CMMC Programme.

### **Programme Challenges**

1. Unfavourable budgeting reforms on subventions: The Ministry of Finance, Planning and Economic Development (MFPED) instituted an 80% budget cut on all subventions regardless of whether such subventions are programmatic or institutional. This affected key subventions such as the Uganda Broadcasting Corporation (UBC), the National Library of Uganda, and the Inter-Religious Council of Uganda.
2. Scattered and uncoordinated community mobilization interventions across ministries, departments and agencies (MDAs) making it hard to realize meaningful change/impact over time.



3. Unilateral/blanket policy on budget cuts and suppression of seemingly consumptive items. Most of the interventions under the programme are considered “consumptive” and hence susceptible to budget cuts, notwithstanding their critical nature in preparing communities to demand for the uptake of Government programmes.
4. Non-prioritization of the Community Mobilization and Mindset Change pillar under the PDM. While the Government recognizes the need to mobilize communities and invest in mindset change as pivotal in the success of PDM and other interventions, no allocation was provided in FY 2023/24.
5. The community mobilization institutions spread across the country (community centres, reception centres, and public libraries among others) are dilapidated, with limited capacity to revamp them owing to budget shortfalls
6. Heavy encroachment on land belonging to community institutions across the country.
7. The LG grants to the community-based services department was restricted to only support special interest groups leaving the District Community Development Office (DCDO) with no operational funds to coordinate community mobilization and mindset change initiatives at decentralized levels.
8. Low levels of prioritization in planning and resource allocation, thus slowing the implementation of other NDPIII programmes including the PDM.

## Recommendations

1. There is a need to restore ceilings to the respective MDAs under the Programme as only fixed costs and multi-year commitments were provided resources in the budget for FY 2023/24 including indicative ceilings for FY 2024/25.
2. The CMMC initiatives should be harmonized into one programme in the coming NDPIV.
3. The MGLSD should fast-track the finalization of the feasibility study on community centres for the project to obtain a code and eventual funding. It is anticipated that this will avail funding for rehabilitating community and other learning centres countrywide.
4. The MGLSD should retool CDOs at centralized levels to respond to the technical and logistical challenges that compromise the delivery.



## 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 the implementation of programmes/projects by observing how values of different financial and physical indicators change over time against stated goals and indicators. The BMAU work is aligned with budget execution, accountability, and service delivery.

BMAU began undertaking Programme-Based Monitoring in FY 2021/22 to assess performance against targets and key interventions and outputs in the Programme Implementation Action Plans (PIAPs) and Ministerial Policy Statements. Semi-annual field monitoring of Government programmes and projects was undertaken to verify the release, receipt and expenditure of funds by the user entities and beneficiaries, the outputs achieved, and the level of gender and equity compliance in the budget execution processes.

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

This report presents findings from semi-annual monitoring of the Community Mobilization and Mindset Change Programme for the budget execution with effect from 1st July 2023 to 31st December 2023.

### 1.2 Community Mobilization and Mindset Change Programme

The Community Mobilization and Mindset Change (CMMC) Programme directly contributes to NDP III's 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 implementing this programme. Other implementing partners are: the Ministry of Information Communication Technology and National Guidance (MoICT&NG), the Uganda Registration Service Bureau (URSB), the Equal Opportunities Commission (EOC), the 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: Community Sensitization and Empowerment; Strengthening Institutional Support; and Civic Education and Mindset Change.

### 1.5 Key Programme Results

The key expected results include; (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 mindsets, 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 Chapter 1: Introduction, Chapter 2: Methodology, Chapter 3: Programme Performance, Chapter 4: Conclusion and Recommendations respectively.



## CHAPTER 2: METHODOLOGY

### 2.1 Scope

This semi-annual monitoring report is based on interventions in the Community Mobilization and Mindset Change Programme. The monitoring covered all interventions implemented during FY 2023/24 (1<sup>st</sup> July to 31<sup>st</sup> December 2023). The interventions and key planned outputs reviewed under each sub-programme, Ministry, Department and Agency (MDAs)/Vote/local government are in Annex 1.

This monitoring report presents progress on the implementation of the CMMC Programme interventions under Three sub-programmes: Community Sensitization and Empowerment; Strengthening Institutional Support; and Civic Education and Mindset Change. The programme has 14 interventions and these include:

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-House Hold model for social economic empowerment.
5. Equip and Operationalize Community Mobilization and Empowerment Institutions/structures.
6. Establish and Operationalize the Community Development Management Information System (CDMIS) at the parish and sub-county levels.
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; conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs.
13. Promote advocacy, social mobilization and behavioural change communication for community development.
14. Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation

All interventions were assessed and monitored, however, there was a misalignment, with some interventions in the Civic Education sub-program being budgeted for under the Community Sensitization and Empowerment sub-program. This caused challenges in effectively analyzing the outputs. Furthermore, Civic Education sub-program interventions were planned under other programs and as a result, they were not evaluated in the Community Mobilization and Mindset Change Programme.

Selection of interventions was based on the following criteria:

- i) Votes that had activity progress reports for FY2023/24 were followed up for verification against interventions, planned outputs and performance targets.
- ii) Sub-programmes that contributed 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 FY2023/24 focused on the Ministry of Gender, Labour and Social Development (MGLSD), Ministry of Information Communication Technology and National Guidance (MoICT&NG), Equal Opportunities Commission (EOC), Uganda Registration Service Bureau (UBOS) and LGs. The others included: The National Population Council (NPC), and the Uganda Bureau of Statistics (UBOS). A total of 17 districts were monitored. The interventions reviewed under each MDA/vote are listed in Annex 1.

## 2.2 Approach and Methods

Qualitative and quantitative methods were used in the semi-annual monitoring exercise. Physical performance of programmes and interventions and planned outputs were assessed. The progress reported was linked to the expenditure and physical performance.

A combination of random and purposive sampling was used in selecting sub-interventions and outputs from the Programme Implementation Action Plans (PIAPs), Ministerial Policy Statements (MPS) and progress reports of the respective MDAs and Local Governments (MDALGs) for monitoring.

## 2.3 Data Collection

The monitoring team employed both primary and secondary data collection methods. Secondary data collection methods included:

- a) Literature review from key policy documents including, FY2023/24 Ministerial Policy Statements (MPS), National and Programme Budget Framework Papers, PIAPs, (NDP III), quarterly progress reports and work plans for the respective implementing agencies and LGs, quarterly performance reports, budget speech, strategic plans, policy documents, reports for selected programmes.

Review and analysis of data from the Integrated Financial Management System (IFMS), Program Budgeting System (PBS), budget websites; quarterly performance reports from some implementing Agencies.

- b) Primary data collection methods on the other hand included:
  - i. Consultations and key informant interviews with Accounting Officers (CAOs), District Planners, Community Development Officers, Parish Chiefs, and Coordinators at various implementation levels.
  - ii. Field visits to various MDAs and LGs for primary data collection, observation and photography.
  - iii. Callbacks in some cases were made to triangulate information.

## 2.4 Data Analysis

The data was analyzed 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 analyzed using advanced Excel tools that aided interpretation.

Comparative analyses were done using percentages and averages of the outputs/interventions; and the overall scores. The performance of outputs/interventions was rated in percentages according to the 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 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 based on the criterion in **Table 2.1**

Based on the rating assigned, a colour-coded system was used to alert the policymakers 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). Financial performance was assessed based on the overall utilization of funds (expenditure) against release.

**Table 2.1: Assessment Guide to Measure Performance in FY2023/24**

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: BMAU*

### Ethical Considerations

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

### 2.4 Limitations

1. Limited information from the Ministry of Local Government (MoLG) regarding the Parish Development Model, and the Development Response to Displacement Impacts Project (DRDIP) under the OPM especially on the capacity-building initiatives in refugee camps. The districts of Hoima and Kikuube had no reports.
2. The lack of detailed financial data for planned outputs contributing to multiple interventions hindered financial analysis. For example, in the Civic Education and Mindset Change Sub-programme, planned outputs were indicated in the Community Sensitization and Empowerment Sub-programme as a result of improper planning and budgeting.
3. Capacity-building initiatives implemented in LGs monitored under PDM lacked training reports, disaggregated data and evaluation reports.
4. Lack of clear performance targets for some implementing agencies.



## CHAPTER 3: PROGRAMME PERFORMANCE

### 3.1 Programme Financial Performance

The approved Community Mobilization and Mindset Change (CMMC) Programme budget for FY 2023/24 was Ug shs 36.274 billion (bn). By 31<sup>st</sup> December 2023, Ug shs 22.808bn (63%) was released and Ug shs 18.154bn (80%) spent. Both release and absorption were good. The Strengthening Institutional Support Sub-programme took 75% of the programme budget, while that of Civic Education and Mindset Change had the least (7%) as illustrated in Table 3.1.

**Table 3.1: Financial Performance of the Community Mobilization and Mindset Change Programme as at 31<sup>st</sup> December 2023**

Sub-Programme	Budget (Ug shs)	Release (Ug shs)	Expenditure (Ug shs)	% of release	% of release spent
Community Sensitization and Empowerment	6,432,023,699	5,248,790,261	4,724,934,930	82	90
Strengthening Institutional Support	27,198,710,994	16,177,490,266	12,101,429,280	59	75
Civic Education and Mindset Change	2,644,000,000	1,381,659,956	1,328,128,092	52	96
<b>Total</b>	<b>36,274,734,693</b>	<b>22,807,940,483</b>	<b>18,154,492,302</b>	<b>63</b>	<b>80</b>

Source: PBS, IFMS, MFPED

### 3.2 Programme Physical Performance

The overall semi-annual physical performance was poor at 48% against the financial performance of 80% for all three sub-programmes attributed to most of the programme institutions in FY 2023/24 were allocated only fixed costs (wages and salaries, rent, pension, gratuity and utilities among others) with no funds to undertake the core deliverables of the programme.

The programme has a total of 14 interventions that were all monitored: 3 registered fair performance, and 2 performed poorly. While 2 were not rated due to their budgets being in other sub-programmes, and seven interventions under the Civic Education and Mindset Change Sub-programme were in other programmes. For example, implement a National Service Program intervention at the Office of the President was implemented under the Governance and Security Programme and it was moved from the CMMC Programme. The detailed performance is shown in Table 3.2.

**Table 3.2: Performance of the Community Mobilization and Mindset Change Programme as at 31<sup>st</sup> December 2023**

Sub-programme	Performance (%)	Remarks
Community Sensitization and Empowerment	59	Fair
Strengthening Institutional Support	37	Poor
Civic Education and Mindset Change	Not rated	Not rated due to interventions planned in other programmes like the Office of the President under the Governance and Security Programme.
<b>Overall programme performance</b>	<b>48</b>	<b>Poor</b>

Source: Author's Compilation





### 3.3 Community Sensitization and Empowerment Sub-programme

The sub-programme objective is to enhance effective mobilization of families, communities and citizens for National development. This has five interventions that include:

- i) Review and implement a comprehensive community mobilization strategy
- ii) Develop and implement a National Civic Education Program aimed at improving the level of awareness of the roles and responsibilities of families and communities.
- iii) Design and implement a programme aimed at promoting household engagement in culture and creativity for income generation at the household level.
- iv) Develop a policy on diaspora.
- v) Implement the 15-House Hold model for social economic empowerment.

The key planned outputs are; National Family Policy disseminated in 80 Local Governments (districts, cities and municipalities, Training Manual on Parenting disseminated to 80 Local Governments; and, Capacity building on Household Visioning, Village Cluster Model and Integrated Community Learning for Wealth Creation Programme (ICOLEW) conducted in 48 Local Governments, Technical support supervision and joint monitoring of the Community Development) Emergency response to topical concerns and media reports related to vulnerability and inclusive development carried out

The sub-programme interventions are implemented under the following entities: MGSLD, EOC, MoICT&NG, URSB and NPC.

#### Sub-Programme Performance

The approved budget for FY2023/24 was Ug shs 8.826bn, with Ug shs 5.53bn (63%) released and Ug shs 5.37bn (97%) spent by 31<sup>st</sup> December 2023. This was a good release and absorption.

Semi-annual monitoring focused on three interventions and the overall physical performance was fair at 58% as shown in Table 3.3. At the intervention level, the performance of the four interventions exhibited fair performance, while one intervention for the development of a policy on diaspora engagement was not assessed due to its budget being in the Ministry of Foreign Affairs (MoFA). Refer to Annex 3 for details of sub-programme output performance.

**Table 3.3: Performance of Community Sensitization and Empowerment Sub-programme as at 31<sup>st</sup> December 2023**

Intervention	Performance status	Remarks
Review and implement a comprehensive community mobilization (CMM) strategy		Fair performance at 53%. The MGLSD conducted capacity building on Household Mentorship in 48 LGs for 1,680 participants (860 CDOs and 820 Special Interest Groups).
Develop and implement a National Civic Education Programme		This was budgeted for under Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation, EOC conducted all the 20 planned radio talk shows and 6 TV shows out of the planned 16.



Intervention	Performance status	Remarks
Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation		Fair performance with 59%. The MGLSD supported 14 cultural leaders of respective institutions with monthly emoluments of Ug shs 5m per institution.
Implement the 15 Household Model for Social Economic Empowerment		Fair performances as 68% of outputs were achieved. DRDIP conducted trainings in financial management, saving skills, procurements among others and sensitizations of beneficiaries in 15 refugee hosting districts. Learning Programmes were developed for 10 Community Development Centers in LGs.

*Source: Authors' Compilation*

Detailed performance of the interventions under the Community Sensitization and Empowerment Sub-programme are discussed hereafter:

### 3.3.1 Review and implement a comprehensive Community Mobilization (CMM) Strategy

#### Background

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 socioeconomic development and contribute to poverty eradication. The implementing entities are the MGLSD, MoICT&NG, and NPC.

The key planned outputs under MGLSD for FY 2023/24 were: i) National Family Policy disseminated in 80 LGs (districts, cities and municipalities, ii) Training Manual on parenting disseminated to 80 LGs, and iii) Capacity building on Household Visioning, Village Cluster Model and Integrated Community Learning for Wealth Creation Programme (ICOLEW) conducted in 48 LGs; iv) Technical support supervision and joint monitoring of the Community Development Function conducted in 60 LGs.

The MoICT&NG planned: v) Media and communication support activities provided to MDAs and LGs. The NPC planned: vi) public awareness of demographic dividend (DD) and the impact of population dynamics on development built; vii) population and communication strategy operationalized.

The overall intervention performance was fair at 53%. Some planned outputs intended for the Civic Education and Mindset Change Sub-programme were allocated within the - review and implement a Comprehensive Community Mobilization (CMM) Strategy intervention, impacting the financial analysis that is public awareness on DD and impact of population dynamics on development built and population and communication strategy operationalized. The status of implementation is presented hereafter:



**National Family Policy and Training Manual on Parenting disseminated in 80 Local Governments (districts, cities and municipalities):** The Family Policy and Training Manual on Parenting was developed by MGLSD. This is meant to protect, promote and preserve the institution of the family. Training Manuals on parenting guidelines were disseminated and operationalized in 34<sup>1</sup> LGs hence there is now improved parenting and consistent support for parents and families.

**Capacity building on Household Visioning, Village Cluster Model and Integrated Community Learning for Wealth Creation Programme (ICOLEW) reflects methodologies conducted in 48 LGs:** Mentorship was provided to 1,680 participants (860 CDOs and 820 Special Interest Groups -youth, women, older persons and persons with disabilities). This was intended to catalyze the enterprise groups, communities and households to demand and uptake PDM services at the grassroots level.

**Technical support supervision and joint monitoring of the Community Development Function conducted in 60 LGs to ensure compliance with National policies, guidelines and standards for improved performance on Government programmes:** The MGLSD provided technical support supervision and joint monitoring of the community development function to 156 technical officers in 60 LGs. These officers included: Community Development Officers (CDOs) at the LG level, Probation & Welfare Officers, DCDOs, Labour Officers, and PDM Focal point persons. Out of 156 officers, 49 were female and 107 were male.

**One hundred and seven media and communication support activities provided to MDAs and LGs:** The MoICT&NG through support to Uganda Media Centre (UMC) provided media and communication support activities to 79 MDAs and LGs. A total of 49 of the planned 69 engagements for print and electronic media were monitored.

**Public awareness on Demographic Dividend (DD) and the impact of population dynamics on development built:** The National Population Council distributed 2,107 copies of Information, Education, and Communication (IEC) materials, including various items like calendars, diaries, banners, and highlights of the 2023 World Population Day to specific target groups in Bukedi sub-region.

**Population and Communication Strategy operationalized:** The NPC conducted a training session in Tororo District for 30 journalists from the Bukedi sub-region, covering Butalejja, Tororo, Pallisa, Budaka, and Kibuku districts and the focus was on key demographic dividend issues. Issues such as population growth, youth employment, and gender equality among others.

### 3.3.2 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. This was budgeted for under the - design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation

The planned outputs for FY2023/24 are: i) National Civic education program awareness campaigns conducted; ii) Emergency response to topical concerns and media reports related to vulnerability and inclusive development carried out; iii) 16 TV and 20 radio talk shows conducted; iv) 4 TV adverts/spots, 4 radio adverts/spots and 8 presenter mentions produced and

<sup>1</sup> Western Zone: Kasese, Isingiro, Kamwenge, Kikuube, Kyegegwa, Mubende, Ntungamo, Kassanda, Moroto Zone: Kaabong, Karenga, Kodito, Abim, Napak, Moroto, Nabilatuk, Nakapiripirit, Amudat, Kapchorwa, Kween, Bukwo, Gulu Zone: Adjumani, Kitgum, Kiryandongo, Lamwo, Madi Okollo, Koboko, Obongi, Terego, Yumbe, Central Zone: Kampala, Wakiso, Kamuli, Mukono, Tororo.



ran; v) 12 supplements/articles in newspapers/magazines published; vi) 4 social/digital media campaigns ran; vii) Educational instructional materials produced and utilized; viii) 4 sub-regional meetings with key media personnel; ix) print and disseminate 5,000 copies of other IEC materials on court procedures and initiatives; x) Procure promotional materials. The lead implementing entities are MoICT, EOC, and URSB.

**Emergency response to topical concerns and media reports related to vulnerability and inclusive development carried out:** The EOC conducted an emergency response to topical concerns and media reports related to vulnerability and inclusive development in Moroto and Napak districts.

**Sixteen TV and 20 radio talk shows conducted:** The EOC conducted a total of 22 radio talk shows on various stations including 91.3 Capital FM, 108.6 Rock Mambo FM Tororo, 97.6 Big FM, 100.6 BCU FM Mbale, 96.3 Access FM Arua, 107.9 Kyegegwa Community Radio, 102.3 Heart FM Mubende, Ankole Radio 99.3 FM, UBC 17.3 FM Butebo channel, 105.5 Sauti FM Kayunga, 99.4 Etop FM Soroti, 89.5 Voice of Kigezi FM Kabale, Ateker FM in Moroto, and 88.3 Endigyito FM Mbarara. Additionally, 6 TV shows were conducted on NTV (2), Baba TV, NBS TV (2), and UBC TV.

**TV adverts/spots, 4 radio adverts/spots and 8 presenter mentions produced and ran:** The EOC produced one TV spot, and ran 10 times; 1 radio spot produced and ran 240 times on 3 radio stations on inclusive development produced and ran. 2 presenter mentions on 88.8 FM CBS and Capital 91.3 FM were produced and ran non the mandate/ services of the Commission to enhance visibility among the listeners.

**Twelve supplements/articles in newspapers/magazines published:** The EOC published 5 out of the planned 12 newspaper supplements/opinions on the following topics: Embracing former The Lord's Resistance Army (LRA). Members into society, entry of Somalia into the East African Community, equitable recruitment into the public sector, impact of international conferences held in Uganda on marginalized people, gender and equity as the only ticket to emancipate Ugandans, Addressing sectarianism and marginalization in political participation, equitable concerns in access to health and government development programs. These publications aimed to raise awareness and generate discussions on important issues related to inclusion, equity, and social justice in Uganda.

**Social/digital media campaigns ran:** The EOC ran three social media campaigns on Equitable Recruitment for Government Jobs, State of Equal Opportunities in Access to Maternal and Child Care Services, Access to Works to Works and Transport Sub-sector, and Access to the Special Grant for Persons with Disabilities. The campaigns enhanced the appreciation and visibility of the EOC mandate in line with NDPIII Programmes and the 7 pillars of PDM.

**Information Education and Communication materials produced and utilized:** EOC produced and disseminated the following materials: 900 out of 1,000 T-shirts, 400 out of 500 season cards, 200 out of 400 branded diaries, 5 issue papers on marginalization and discrimination issues, 11<sup>th</sup> Issue of the Equity Voice online out of 1,200 copies, 400 out of 500 calendars. These materials were disseminated to young persons, older persons, persons with disabilities, women, and ethnic minorities. The produced IEC materials helped enhance the appreciation and visibility of the EOC mandate in alignment with the NDPIII programs and the 7 pillars of the PDM.

**5,000 copies of other IEC materials** on court procedures and initiatives to improve the administration of justice printed and disseminated. The Judicial Service Commission printed and disseminated 15,000 copies of other IEC materials on court procedures and initiatives to improve the administration of justice.



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

This intervention aims to enhance the effective mobilization of families, communities and citizens for National development. The key planned outputs for FY 2023/24 included; i) 80 LGs monitored and provided with technical support backstopping on the implementation of the National Culture priority interventions and family and parenting guidelines; ii) Four engagements with education stakeholders on completion dropout rates, fees and other topical issues conducted; iii) 80 high-level consultative meetings at the district level, anchored on Taking EOC to the people held; iii) The National Liberation Day, International Women's Day, International Labor Day, World Indigenous Peoples Day, International Youth Day, International Day of Older Persons, Independence Day, and the International Disability Day commemorated.

The implementing entities are MGLSD, EOC, and Uganda Registration Service Bureau (URSB). The intervention performance was fair at 59%. The status of implementation is presented hereafter:

**Eighty LGs monitored and provided with technical support backstopping on the implementation of the National Culture priority interventions and family and parenting guidelines:** The MGLSD provided monitoring and technical backstopping for the implementation of National Culture priority interventions, family and parenting guidelines in 262 LGs across different regions of Uganda. A total of 133 technical officers (43 females and 90 males) were mentored during the technical backstopping sessions on culture-priority interventions, family, and parenting in these regions.

**Detailed study on strengthening the culture and creative industry finalized:** The detailed study on strengthening the culture and creative industry was finalized by MGLSD.

**Four meetings with cultural institutions conducted:** EOC conducted 2 meetings - the Prime Ministers and officials of Buganda and Busoga cultural institutions to deliberate on inclusive infrastructure, increasing dependence rates, street beggary/poor attitudes towards work, sectarian tendencies, rampant land grabbing and evictions in Uganda.

**Four engagements with education stakeholders on completion dropout rates, fees and other topical issues conducted:** The EOC also conducted 1 out of 4 engagements with education stakeholders (parents, proprietors of institutions, students, officials from the Ministry of Education and school administrators) in the central region (Entebbe) on education completion and dropout rates, fees and other topical issues.

**80 high-level consultative meetings at the district level, anchored on taking EOC to the People held:** Conducted 30 monitoring and consultative visits in selected districts of Bukedi, West Nile, Greater Mubende and Wakiso, Tooro, Bunyoro, Teso, Karamojong, Greater Mukono, Kigezi and Rwenzori sub-regions. The meetings brought together 841 participants who included district political and technical leadership, as well as representatives of special interest groups. Some of the key emerging issues included: lack of special needs teachers and sign language interpreters in schools/public places, limited participation of older persons and persons with disabilities in some government programmes like *Emyooga*, extortion of money from vulnerable people in accessing government programmes, discriminatory cultural beliefs and, negative community mindset towards persons with disabilities and older persons.

<sup>2</sup> Western region: Kisoro, Kiruhura, Kazo, Ibanda, Kitagwenda, Kabaale, Rukiga, Rwampara, Rubanda, Central region: Luuka, Namutumba, Bukomansimbi, Masaka, Kalungu, Gomba, Eastern region: Mbale, Kween, Jinja, Bugiri, Iganga, Busia, Bulambuli, Northern region: Dokolo, Otuuke, Lira, Oyam



**National Liberation Day, International Women’s Day, International Labor Day, World Indigenous Peoples Day, International Youth Day, International Day of Older Persons Independence Day and International Disability Day commemorated:** The EOC commemorated six national and international days: International Youth Day, International Day of Indigenous Minority Groups, International Day of Persons with Disabilities, World AIDS Day, International Human Rights Day, and the 16 Days of Activism.

**Finalized and operationalized the EOC Communications Strategy:** The EOC Communication Strategy was in place and focuses on promoting awareness and understanding of Equal Opportunities principles and practices among various stakeholders. The communication strategy is a component of the EOC’s strategic thinking realm that provides an effective and efficient system of communication to the Commission’s varied internal and external stakeholders. The Strategy was developed as part of the institutional strengthening processes of the EOC to effectively implement its mandate and add to some other policies, systems, and strategies.

**Promotional materials procured, 4 radio talk shows conducted, 1 regional community engagement, and 1 customer engagement week:** The URSB developed need-based information services to raise awareness about its services. This included procuring 56 out of 100 promotional materials, conducting 12 out of 4 planned radio talk shows, and holding 2 regional engagements in Mbale, Masaka, and Mbarara.

**One hundred promotional materials procured, 4 radio talk shows conducted, 1 regional community engagement, 1 customer engagement week, 1 PR professional training for 2 staff 1 team performance review retreat conducted, 6 PR staff provided data for 12 months:** The URSB developed need-based information services to raise awareness about its services. This included procuring 56 out of 100 promotional materials, conducting 12 out of 4 planned radio talk shows, and holding 2 regional engagements in Mbale, Masaka, and Mbarara.

### 3.3.4 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 2023/24 were; i) 05 Diaspora outreach events held on trade, investment and tourism; ii) 09 fact-finding visits on investment opportunities in Uganda for the diaspora undertaken; iii) 01 Diaspora Convention in Uganda organized and 09 Diaspora Conventions participated in; 08 meetings on national, regional and global migration outcomes that impact the Diaspora participated in; iv) 04 engagements held with MDAs to strengthen Incentive products for Diaspora investment in Uganda. The lead implementing entity is the Ministry of Foreign Affairs. The performance engagements were conducted in the development of the policy. The status of implementation is presented hereafter:

Five diaspora outreach events held on trade, investment and tourism opportunities available in Uganda: MOFA participated in the meeting organized by the International Organization for Migration in Uganda (IOM) on the implementation of a program of Return of Qualified Nationals (RQN) for the period 30th April 2024, which took place at MOFA on 12<sup>th</sup> October 2023.

A total of nine fact-finding visits on investment opportunities in Uganda for the diaspora undertaken: MOFA also participated in one trade and investment forum and exhibition from 30<sup>th</sup> September to 2<sup>nd</sup> October 2023 and the Trade and Investment Forum organized by the Diaspora of Dubai in UAE that took place from 22<sup>nd</sup>-28th November 2023.



One Diaspora Convention in Uganda organized and 09 Diaspora Conventions participated in: MOFA participated in the 35<sup>th</sup> Annual Convention of the Uganda North American Association (UNAA) and Trade Expo that took place in Dallas-Texas, in September 2023.

Eight meetings on national, regional and global migration outcomes that impact the Diaspora participated in: Participated in two meetings one organized by IOM on national coordination mechanisms on migration (NCM) being held in Entebbe and one on the project titled “Harnessing the Positive Effects of Migration”. With the Food and Agriculture Organization of the United Nations (FAO).

### 3.3.5 Implement the 15 Household Model for Social-Economic Empowerment

#### Background

The 15-Household Model is implemented through women structures in LGs to empower women at the grassroots level and their households to access development. The three planned outputs for FY 2023/24 were: i) Community Learning Programmes developed for 10 Community Development Centers in selected LGs, ii) Map NGOs implementing Social Development Sector activities; and iii) Jobs and Livelihood Refugee Integrated Plan implemented. The lead implementing entities are MGLSD and OPM.

#### Learning Programmes were developed for 10 Community Development Centers in LGs

MGLSD, in partnership with DVV International, has implemented the Integrated Community Learning for Wealth Creation Programme (ICOLEW) project in four districts: Namayingo; Madowa, Banda Community Centre, Mpigi; Kamengo Buwama Community Centre, Iganga; Nabitende, Nkigo Community Cent, and Nwoya; Pabali, Kocgoma, Alero Community Center. The pilot project was extended to two additional Local Governments, Rukungiri; Nyakagyeme Community Center (New) and Mityana was in the process of acquiring documentation for the new centre. The community empowerment groups were 10 and each comprised 30 members (300) that participate in Community Learning Centers (CLC). The program’s objective is to empower youth and adults with limited literacy and numeracy skills to engage in the development process.



**Madowa Banda Community Learning Centre in Namayingo District**

**Map NGOs implementing Social Development Sector activities at Central and LG levels and hold bi-annual coordination meetings, and National Celebrations to commemorate International Literacy Day:** The MGLSD is the lead agency. However, to ensure social development services, MGLSD maps non-governmental organizations (NGOs) that have activities and interventions related to social development and coordinate them through the programme working groups of NDPIII. The mapping and mentoring activities for NGOs implementing Social Development Sector initiatives were in 7 DLGs: Lamwo, Pader, Agago, Kwania, Oyam, Adjumani, and Moyo.



**Jobs and Livelihood Refugee Integrated Plan implemented:** The Jobs and Livelihood Response Plan for refugees was launched in partnership with the Secretariat in the Office of the Prime Minister. Capacity was built in various areas on sustainability of investments for the community livelihoods groups in 15 refugee hosting districts: This was implemented through the Development Response to Displacement Impacts Project (DRDIP) under OPM. It addressed the social, economic and environmental needs identified in 15 refugee hosting districts that include: Kyegegwa, Kiryandongo, Isingiro, Arua, Terego, Madi-Okollo, Koboko, Yumbe, Moyo, Obongi, Adjumani, Lamwo, Kikuube, Hoima, Kamwenge. The project period was from June 2017 to 31<sup>st</sup> December 2023. However, an extension of six months was given.

This intervention is funded under the capacity building component and implemented by OPM and coordinated by the various host districts under the Livelihood Support Programme (LSP) and Sustainable Environment and Natural Resources Management (SENRM). The main capacity-building initiatives in all refugee settlements visited were tomato growing, records management, goat rearing, tree planting, beekeeping, maize growing and financial management basics. The objective of the trainings was to enhance the capacity of refugees in income generation projects to enhance incomes at the household level and instill a culture of saving.

The monitoring team visited the following sites: Panyadoli Refugee Settlement in Kiryandongo District, Nakivaale Settlement in Isingiro District, Kyaka II Settlement in Kyegegwa District, and Kyangwali Settlement in Kikuube District. Capacity building was conducted by technical staff from the districts and implementing partners.

**Kiryandongo District Local Government:** In Panyadoli Refugee Settlement, capacity-building needs were identified by the OPM rather than the beneficiaries themselves. Four groups were provided with Ug shs 18.5 million each for support, the training sessions were conducted by technical officers from the district's headquarters and implementation partners (IPFs). The team visited JC Vegetable Growers, a group engaged in growing tomatoes, onions, sukuma, and okra. Members were trained in various agricultural practices such as establishing nursery beds, crop management techniques, and financial management. The group consisted of 15 members, with 13 females and 2 males, including 3 persons with disabilities, one elderly and five youth.

From the nursery beds the tomatoes were transplanted to the main garden, the group during the season successfully harvested 62 crates of tomatoes, 3,125kgs of onions, 18,000 sacks of sukuma, and 135 basins of okra, generating a profit of Ug shs 5,523,000 from sales. There were improved refugee livelihoods and most of them now are engaged in small businesses, have upgraded their living conditions, and cover their children's school fees. Additionally, enhanced social cohesion was observed in many communities within the refugee settlement. Table 3.4 shows the status of JC Vegetable Growers with profits attained from the different crops produced.



**Table 3.4: JC Vegetable Growers as at 31<sup>st</sup> December 2023**

SN	Crop harvested	Quantity harvested	Selling price	Income received from sales
1	Tomatoes (crates)	62	200,000	12,400,000
2	Onions (kg)	3,125	2,000	6,250,000
3	Sukuma (sacks)	186	18,000	3,348,000
4	Okra (basins)	135	15,000	2,025,000
				24,023,000
	Less total group investment			<b>18,500,000</b>
	Profit got			<b>5,523,000</b>



**Left: before Members of JC Vegetable Growers-CIG at the tomato nursery bed. Right: After Tomato Garden for JC Vegetable Growers-CIG transplanted to the main garden of Panyadoli Settlement in Kiryandongo LG**

**Isingiro DLG:** In the Nakivale Refugee Settlement, the Ngarama A Produce Traders Community Interest Group (CIG) engaged in trading of produce. The group participated in training sessions covering procurement procedures, maintaining records, and enhancing financial management to boost their financial acumen. Comprising 15 members (10 females and 5 males), the group received Ug shs 18,500,000 for the purchase of produce. They efficiently utilized Ug shs 18,512,950 and successfully saved Ug shs 6,450,000.

**Ngarama A Produce Traders Community Interest Group (CIG) (goat trading):** In goat trading activities, the group in Nakivale Refugee Settlement, comprising 15 members (9 females and 6 males), was allocated Ug shs 25,800,000 for acquiring goats. The group procured 56 goats each ranging from Ug shs 140,000 to Ug shs 250,000. They efficiently utilized the entire amount and saved Ug shs 5,820,000. Through goat multiplication, each member acquired a goat, alleviating overcrowding in the pen. Additionally, the group generated a profit of Ug shs 2,000,000 from their secondary enterprise of produce trading as shown in the pictures below which has greatly improved their saving culture, they were able to afford private schools for their children.



**L-R: Members of Ngarama-A Produce Traders CIG (produce trading) with goats they procured; and with their produce stored at Nakivaale Refugee Settlement, Isingiro District LG**

**Kyegegwa District Local Government:** In Kyaka II resettlement, members of the Bwiriza Bare Hill project, the beneficiaries were engaged in tree planting and apiary. These were trained in beekeeping, harvesting, tree planting, financial literacy and sustainability. The group comprised of 95 members (58 females and 37 males) received Ug shs 56 million which was spent on procurements of seedlings and 10 apiary hubs. By 31<sup>st</sup> December, 2023 the group had procured over 20 apiary hubs as shown below.



**Before: One of the procured bee hive of members After: Bwiriza Bare Hill extension Apiary for further transfer to the apiary house in Kyegegwa District Local Government**

The beneficiaries harvested 4 jerry cans, each jerry can be sold at Ug shs 320,000 totaling Ug shs 1,280,000 which has enhanced household level incomes.

### **Sub-programme conclusion**

The sub-programme achieved a fair overall performance rating of 58%, with all interventions demonstrating fair performance.

### **3.4 Strengthening Institutional Support Sub-programme.**

The objective is to strengthen the institutional capacity of Central, LGs 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 interventions are implemented by the MGLSD and MoICT&NG



The sub-programme performance was poor at 48% this was attributed to misalignment of planned outputs and interventions, for example 12 sets of Top Management Report prepared, four quarterly reports of Political Monitoring of Ministry Programmes and Projects and oversight activities prepared; ii) Ministry departments and agencies supported on Strategic Planning, Budgeting Monitoring and Evaluation.

The sub-programme has three interventions i) Equip and operationalize community mobilization and empowerment (CME) institutions/ structures of Central and local Government; 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 lead implementing entity is the MGLSD.

### Financial Performance

The total budget for FY 2023/4 is Ug shs 7,825bn, of which Ug shs 0.393bn (50%) was released and Ug shs 0.324bn (82%) spent by 31<sup>st</sup> December 2023. This was fair release and good absorption.

### Sub-programme Performance

Semi-annual monitoring focused on all three interventions and the overall physical performance of the sub-programme was poor at 35% attributed to poor planning and coordination, the planned outputs were not in line with the intervention. At the intervention level, 2 interventions exhibited poor performance, one was planned to design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation under community sensitization and empowerment as shown in Table 3.4. Refer to Annex 3 for details of sub-programme and output performance

**Table 3.4: Performance of interventions under the Strengthening Institutional Support Sub-programme as at 31<sup>st</sup> December 2023**

Intervention	Performance Status	Remarks
Equip and operationalize community mobilization and empowerment (CME) institutions/ structures		Poor (achieved 48%). 12 sets of Top Management Reports prepared and 5 reports were prepared
Establish and operationalize Community Development Management Information System (CDMIS) at the parish and sub-county level		Poor (achieved 27%). The planned outputs were not in line with the intervention.

*Source: Authors' Compilation*

**Detailed performance of the intervention under the Strengthening Institutional Support Sub-programme is discussed hereafter:**

#### 3.4.1 Equip and Operationalize Community Mobilization and Empowerment (CME) institutions/ structures

The planned outputs are not in line with the intervention. The planned outputs for FY 2023/24 are: i) 12 sets of Top Management Report prepared, four quarterly reports of Political Monitoring of Ministry Programmes and Projects and oversight activities prepared; ii) Ministry Departments and agencies supported on Strategic Planning, Budgeting Monitoring and Evaluation. Guidance



on Policies, Laws, Strategies and Programmes. Technical policy guidance on policy development and management provided; iii) Regulatory Impact Assessment reports produced. Implementation status of Cabinet decisions/ directives and Sectoral public policies in the MDA monitored and evaluated. The outputs are implemented by the MGLSD.

The performance was poor at 48%, due to a lack of prioritization and misalignment between key planned outputs and interventions. The implementation status is detailed hereafter:

**Twelve sets of Top Management Reports prepared, four quarterly reports of Political Monitoring of Ministry Programmes and Projects and oversight activities prepared:** Five sets of Top Management Reports were prepared. Quarterly political monitoring was conducted on the Social Assistance Grants for Empowerment (SAGE), National Special Grant for Persons with Disabilities, Joint Uganda Women Entrepreneurship Program (UWEP) and Youth Livelihood Program (YLP), as well as Green Jobs programs. Reports on these activities were produced by the MGLSD.

**Ministry, Departments and agencies supported on Strategic Planning, Budgeting Monitoring and Evaluation. Guidance on Policies, Laws, Strategies and Programmes. Technical policy guidance on policy development and management provided:** Support was provided to MDAs on strategic planning, budgeting monitoring, and evaluation. guidance on policies, laws, strategies, and programmes. Additionally, technical policy guidance on policy development and management was provided by MGLSD.

**Regulatory Impact Assessment reports produced. Implementation status of Cabinet decisions/ directives and Sectoral public policies in the MDA monitored and evaluated:** Seven Regulatory Impact Assessment reports were generated, covering various areas such as Heritage Resources, Older Persons, Uganda Employment and Labour Migration Policy, National Equal Opportunities Policy, National World of Work HIV/AIDS Policy, Child Labour Policy, and National GBV Policy. The monitoring and evaluation of the implementation status of Cabinet decisions, directives, and sectoral public policies in the Ministry Departments and Agencies were conducted.

### **3.4.2 Establish and operationalize Community Development Management Information System (CDMIS) 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 subprogram performance was poor at 25% attributed to planned outputs not in line with the sub-programme.

The planned output for FY 2023/24 were: 485 pensioners paid; 360 staff paid, strengthening of the records centre conducted, benchmarking on digitization and management of records undertaken, capacity building of 12 staff on digitization of information and records under EDRMS conducted, Workplace HIV Policy disseminated to ministry institutions on adherence to Public Service standards conducted. The implementing entity is the MGLSD. The planned outputs are not in line with the intervention.

#### **Sub-programme Conclusion**

The overall performance of the sub-programme was poor at 37%. 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 the institutional capacity of central, LGs and non-state actors for effective mobilization of communities.



## Challenges

1. Non-prioritization of the core planned outputs hence leading to no achievement of the intended planned objectives.
2. Inadequate technical expertise, knowledge and skills on capacity strengthening in institutions.

## Recommendations

1. The MGLSD and Programme Working Group in consultation with other institutions within the programme plan, prioritize with clear performance targets if the sub-programme objectives have to be achieved.
2. The MGLSD in consultation with the Ministry of Public Service (MoPS) should engage a consultant in organizational development, capacity building and institutional strengthening to offer strategic guidance and insights into the sub-programme.

### 3.5 Civic Education and Mindset Change Sub-programme

The 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. 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; Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs.
- vii. Promote advocacy, Social mobilization and Behavioral Change Communication for community development. The interventions were implemented in different programmes. All these were planned and implemented in other programmes hence no assessment was done under the Community Mobilization and Mindset Change Programme.

The sub-programme interventions were removed from the Community Mobilization and Mindset Change Programme to the Governance and Security Programme under the Office of the President (OP).

#### Sub-programme performance

The annual monitoring focused on all seven interventions and the overall average performance of the Civic Education and Mindset Change Sub-programme was not assessed under the CMMC Programme because the interventions and planned outputs were taken from the Civic Education and Mindset Change Sub-programme to Governance and Security Programme under the Office of the President. Table 3.5 shows interventions within the Civic Education and Mindset Change Sub-programme.

**Table 3.5: Performance of the Civic Education and Mindset Change Sub-programme as at 31<sup>st</sup> December 2023**

Intervention	Performance Status	Remarks
Develop and implement a National Service Program		This was implemented by the OP which built capacity for 32,689 out of the planned 50,000 citizenries (Students, teachers, PWDs, youth, and alumni built (inclusively) in patriotism ideology and mindset change.
Popularize the National vision, interest and common good for the citizenry		Not planned in CMMC.
Establish a national incentives framework including rewards and sanctions for best performing workers, leaders and		No achievements due to non-implementation done.
Develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities		No achievements due to non-implementation done.
Develop and enforce ordinances and by-laws to ensure the national vision and value system is adhered to Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs		This was budgeted for under Community Sensitization and Empowerment Sub-programme where the MGLSD supported 14 cultural leaders with monthly emoluments of Ug shs 5m per institution to mobilize communities and engage them in awareness of Government Programmes
Promote advocacy, social mobilization and behavioural change communication for community development		No achievements due to non-implementation done.

*Source: Authors' Compilation*

### 3.5.1 Develop and implement a National Service Program

The program is to inculcate the norms and values of patriotism among students and youth in all secondary schools all over the country. It was intended to nurture a new generation of Ugandans with new positive attitudes towards their country, themselves and work. Promoting patriotism in schools through the formation of patriotism clubs in all post-primary schools and colleges by the Office of the President.

The planned outputs for FY 2023/24 are: i) Cabinet Memorandum on the National Service program prepared and submitted to Cabinet; ii) Capacity of 50,000 citizens (teachers, students, youth outside school and PWDs); iv) 40 sensitization and awareness programmes on the patriotism ideology and mindset change conducted through media houses; v) Implementation of Patriotism activities monitored and evaluated in 400 schools and post-primary institution;



Others included; vi) Capacity of 40 informal communities built in patriotism and mindset change to promote the Parish Development Model; vii) Capacity of 8 NSPC staff built in good governance and Monitoring and Evaluation.

**Capacity of 50,000 Citizenry (teachers, students, youth outside school and PWDs):** The Office of the President built capacity for 32,689 citizenries (students, teachers, PWDs, youth, and alumni in patriotism ideology and mindset change. Forty sensitization and awareness programmes on patriotism ideology and mindset change were conducted through media houses. Two reports on the popularization of patriotism through media platforms, were produced.

**Implementation of patriotism activities monitored and evaluated in 400 schools and post-primary institutions.** Monitoring of patriotism activities in 231 post-primary, secondary and tertiary institutions and two monitoring and evaluation reports produced.

**Capacity of 40 informal communities built in patriotism and mindset change to promote the PDM:** Capacity of twenty informal communities built in patriotism ideology and mindset change.

**Capacity of 8 National Secretariat for Patriotism Clubs (NSPC) staff built-in Good Governance and Monitoring and Evaluation:** The OP trained four staff were in governance; and monitoring and evaluation.

### 3.5.2 Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs

The one planned output for FY 2023/24 was: Cultural leaders supported. The implementing entities are MGLSD. The budget was for Community Mobilization and Community Empowerment Sub-programme.

**Fifteen cultural leaders supported with monthly emoluments to mobilize communities for uptake of government programmes:** The MGLSD supported 14<sup>3</sup> cultural leaders 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 the PDM. However, for the Buganda Kingdom, the emolument was declined since according to Buganda's culture and norms, the Kabaka is not supposed to be paid.

<sup>3</sup> The traditional leaders include: *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.*



## CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

### 4.1 Programme Conclusion

The overall performance of the Community Mobilization and Mindset Change Programme was poor at 48%. The Community Sensitization and Empowerment Sub-programme attained 58% performance, while poor performance (35%) was noted under the Strengthening Institutional Support Sub-programme. Limited coordination and non-prioritization in planning and budgeting had a significant negative effect on the programme performance which hinders its achievement of the NDP III objectives.

### 4.2 Programme Challenges

1. Unfavourable budgeting reforms on subventions: The MFPED instituted an 80% budget cut on all subventions regardless of whether such subventions are programmatic or institutional. This affected some key subventions like Uganda Broadcasting Corporation (UBC), the National Library of Uganda, and the Inter-Religious Council of Uganda.
2. Scattered and uncoordinated community mobilization interventions across MDAs, making it hard to realize meaningful change/impact over time.
3. Unilateral/blanket policy on budget cuts and suppression of seemingly consumptive items. Most interventions under the programme are considered “consumptive” and hence susceptible to budget cuts, notwithstanding their critical nature in preparing communities for demanding the uptake of Government development programmes.
4. Non-prioritization of the Community Mobilization and Mindset Change pillar under the PDM. While the Government recognizes the need to mobilize communities and invest in mindset change as pivotal in the success of PDM and other interventions, no allocation was provided for this activity in FY 2023/24.
5. The community mobilization institutions across the country (community centres, reception centres, and public libraries among others) are very dilapidated, with limited capacity for a revamp owing to budget shortfalls
6. Heavy encroachment on land belonging to community institutions across the country.
7. The LG grants to the community-based services department across the country was restricted to only support special interest groups leaving the DCDO with no operational funds to coordinate community mobilization and mindset change initiatives at decentralized levels.
8. Low levels of prioritization in planning and resource allocation thus slowing the implementation of other NDPIII programmes including the PDM.

### 4.3 Recommendations

1. There is a need to restore ceilings to the respective Programme MDAs as only fixed costs and multi-year commitments were provided in the budget for FY2023/24 including indicative ceilings for FY 2024/25.
2. The CMMC Programme initiatives should be harmonized into one programme in the coming NDPIV.
3. The MGLSD should fast-track the finalization of the feasibility study on community centres for the project to obtain a code and eventual funding. It is anticipated that this will avail funding for rehabilitating community and other learning centres countrywide.
4. The MGLSD should retool development offices at centralized levels to respond to the technical and logistical challenges that compromise the delivery.





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**ANNEXES****Annex 1: Interventions Monitored under the Community Mobilization and Mindset Change Programme Monitored for Semi-Annual FY 2023/24**

<b>Vote</b>	<b>Sub-programme</b>	<b>Interventions</b>	<b>Sampled districts/institutions</b>
MGLSD, MoICT, EOC, NPC	Community Sensitization and Empowerment Sub- programme	Review and implement a Community Mobilization Strategy	Kikuube, Kyegegwa, Mubende, Kassanda, Kiryandongo,, Wakiso, Mukono
MGLSD, URSB		Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation	Mbale, Wakiso, Lira
MGLSD, OPM		Implement the 15 Household model for social economic empowerment	Isingiro, Hoima, Kiryandongo, Kikuube, Kyegegwa, Namayingo
MoFA		Diaspora engagement policy developed and implemented	MoFA Headquarters
MGLSD	Strengthening Institutional Support Sub-programme	Equip and Operationalize Community Mobilization and Empowerment institutions/ structures	Bukedea, Kiryandongo, Mbale, Kabaroole, Kumi, Kyegegwa, Hoima, Mityana

*Source: Authors' Compilation*

Annex 2: Performance of Community Sensitization and Empowerment Sub-programme as at 31<sup>st</sup> December 2023

Intervention	Output	Output Performance						Remark
		Financial Performance			Physical Performance			
		Annual Budget ( Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Review and implement a comprehensive community mobilization (CMM) strategy	National Family Policy were disseminated, Training Manual on Parenting disseminated, Capacity building on Household Visioning conducted, Technical support supervision and joint monitoring conducted.	336,746,878	50.6	24	2.00	0.60	59.30	Most funds were used in workshops, meetings and Seminars worth Ug shs 5,000,000,000.
	Media and communication support activities provided to MDAs and LGs	546,000,000	50.0	98	4.00	0.80	40.00	
	Public awareness on Demographic dividend built, Population and Communication Strategy operationalized	344,000,000	50.0	100	2.00	0.60	60.00	
Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation	80 Local Governments monitored. 15 cultural Leaders supported with monthly emoluments.	4,020,000,000	74.7	99	2.00	1.00	66.95	Most funds (Ug shs)1,509,184.800) were transferred to Other Government Units.
	Emergency response to topical concerns carried out. 4 meetings with cultural institutions conducted. Finalized and operationalized the EOC Communications Strategy, 12 supplements published	1,000,000,000	53.9	100	8.00	3.00	69.52	



Output Performance							Remark	
Intervention	Output	Financial Performance			Physical Performance			
		Annual Budget ( Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
	4 meetings with cultural institutions conducted. 80 high-level consultative meetings conducted. Four engagements with education stakeholders conducted. The National Liberation Day International Women's Day commemorated.	1,000,000,000	52.0	99	11.00	2.30	40.19	Travel inland utilized most funds Ug shs 322,873,880.
	100 promotional materials were procured,4 Radio talk shows conducted, 1 regional community engagement, 1 customer engagement week, 1 PR professional training for 2 staff 1 team performance review retreat conducted,6 PR Staff provided data for 12 months	340,720,000	50.0	100	1.00	0.30	60.00	
Implement the 15 Household Model for Social-Economic Empowerment	Learning Programmes developed, Map NGOs implementing Social Development Sector activities identified	1,238,330,000	55.5	99	4.00	1.50	67.57	Most funds (Ug shs 485,000,000) were transferred to Other Government Units.
<b>Average Outputs Performance</b>							<b>57.94</b>	

Source: IFMS Data/ Progress Reports, Field Findings

Annex 3: Performance of Strengthening Institutional Support Sub-programme as at 31<sup>st</sup> December 2023

Intervention	Output	Output Performance						Remark
		Financial Performance			Physical Performance			
		Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Equip and operationalize community mobilization and empowerment (CME) institutions/ structures	Twelve sets of Top Management Report prepared, Four quarterly reports of Political Monitoring prepared	545,323,941	46.5	92	2.00	0.40	42.99	Most funds were spent on allowances (Incl. casuals, temporary, and sitting allowances) totaling up to Ug shs 113,669,000.
	Technical policy guidance on policy development and management provided. Regulatory Impact Assessment reports produced	670,256,800	46.7	87	2.00	0.50	53.51	Ug shs 77,500,000 was spent on Travel inland.
Establish and operationalize Community Development Management Information System (CDMIS) at the parish and sub-county level	485 pensioners paid, Gratuity of serving employees, Capacity of 150 Staff built on Performance management, Gratuity of serving employees, Capacity of 150 Staff built on Performance management, ICT, Induction and orientation, refresher trainings	6,524,917,293	50.7	81	20.00	5.00	49.33	Most funds were spent on allowances (Incl. casuals, temporary, and sitting allowances) totaling up to Ug shs 765,000,000.
	Strengthening of the Records Centre conducted, Support supervision to 20 Ministry institutions on the alignment of their records to the Standard classification undertaken, Capacity building of 12 staff on digitization of information and records under EDRMS conducted	30,000,000	75.8	100	3.00	0.00	0.00	No activity was undertaken however money was spent on travel inland totaling to Ug shs 19,476,500.
	Workplace HIV Policy disseminated to Ministry institutions on adherence to Public Service standards conducted	55,000,000	64.5	100	5.00	1.00	30.99	The entire budget of Ug shs 35,500,000 was spent on workshops, meetings and seminars.
<b>Average Output Performance</b>		7,825,498,034	46.7	87	2.00	0.50	53.51	<b>Poor performance</b>

Source: IFMS Data, Project Report/ Field Findings







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