



COMMUNITY MOBILIZATION AND MINDSET CHANGE PROGRAMME

Annual Budget Monitoring Report

Financial Year 2022/23

October 2023

Budget Monitoring and Accountability Unit
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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 Programme
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 Plans
PWDs	Persons with Disabilities
RDC	Resident District Commissioner
RFO	Religious and Faith Organization
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

With a strategic focus on the theme for Financial Year 2022/23, “Full Monetization of the Ugandan Economy through Commercial Agriculture, Industrialization, Expanding and Broadening Services, Digital Transformation and Market Access,” the Government of Uganda has focused on the allocation of resources to strategic interventions which reflect a strong drive and dedication towards sustainable economic growth for the people of Uganda.

The findings from this year’s annual monitoring exercise reveal commendable strides in the programme operations, however, the challenges we face in the pursuit of economic transformation are evident. Limited resources demand service delivery efficiency, thus the urgent need for strategic reforms if we are to reap the development dividends of our investments.

A recent project review in some programmes revealed ineffective usage of loans and counterpart funding. This raises concerns about potential funding losses and increased costs. I urge all the implementing agencies to ensure that adjustments in planning, financial monitoring and analysis, coupled with prudent management are undertaken immediately. Let us seize this moment to build a more prosperous and sustainable Uganda for generations to come.

Ramathan Ggoobi

Permanent Secretary/Secretary to the Treasury



EXECUTIVE SUMMARY

This report presents findings of a review conducted on selected interventions within the three sub-programmes of i) Community Sensitization and Empowerment; ii) Strengthening Institutional Support; and iii) Civic Education and Mindset change, for the budget execution period 1st July 2022 to 30th June 2023.

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. The methodology used for monitoring included a literature review, performance reports; interviews with the respective responsible officers or representatives in Central and Local Governments and beneficiaries. Physical performance was rated using the weighted achievement of the output targets and intermediate outcomes selected by 30th June 2023. This report presents annual monitoring findings conducted on interventions implemented in institutions across the CMMC Programme during the Financial Year 2022/23.

Overall Programme Performance

Financial performance

The programme budget for FY 2022/3 was Ug shs 74.984 billion (bn). By 30th June, 2023 Ug shs 65.536bn (87%) was released and Ug shs 63.743bn (97%) spent. This was a good release and absorption.

Performance highlights

The Community Mobilization and Mindset Change Programme performance was fair at 58%. The fair performance was attributed to poor coordination in the planning and budgeting, non-prioritization and inadequate funding at the Ministries, Departments and Agencies (MDAs) and the Local Governments (LGs) levels.

The intermediate outcome indicators assessed include the proportion of households participating in development initiatives increased from 70% against a target of 75%, the proportion of the population informed about National programmes achieved 63% against 65%, the ratio of diaspora remittances to GDP achieved 3% against 10%, vulnerable and marginalized persons empowered achieved 2.4% against 4%, staffing levels for National guidance and community mobilization functions at LG achieved 40% against 96%. The highlights are presented below:

The performance of the Community Sensitization and Empowerment Sub-programme was fair at 62%. Effective mobilization of families, communities and citizens for National development was enhanced through capacity building in participatory planning and visioning through training of Community Development Officers 1,965 (CDOs) and 1,817 Special interest groups by the Ministry of Gender, Labour and Social Development (MGLSD) in 176 Local Governments.

The trainees are 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.



The MGLSD developed and disseminated simplified versions of Handbooks on Household Mentorship and Visioning which were used as reference material during training of Lower Local Governments (LLGs) to facilitate a socially inclusive and democratic participatory process at the household and village level entry.

The 15 Household Model for social economic empowerment was implemented through the Village Cluster Model by the MGLSD under the Parish Development Model (PDM) as part of the mainstreaming strategy in line with the programme approach in FY 2022/23. 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 bee keeping.

Seventy percent (70%) of the population were informed about National programmes. The Equal Opportunities Commission (EOC) conducted community sensitizations on equal opportunities, and disseminated guidelines in Kasese and Kyegegwa districts (Western Uganda), Butaleja, Buyende and Katakwi districts (Eastern Uganda), Gomba District (Central Uganda) and Alebtong District (Northern Uganda) for inclusive implementation of the PDM, mobilized state and non-state actors for positive response towards the needs and interests of marginalized/vulnerable individuals and groups. The Commission developed and disseminated seven issue papers on the youth, women, older persons, PWDs, ethnic minorities, children and people from hard-to-reach areas as part of the strategy to promote equal opportunities and affirmative action.

There was improved uptake of Uganda Registration Services Bureau (URSB) services through reviewing Intellectual Property (IP) and Traditional Knowledge Rights Laws. As a result, the proportion of Local Artists whose Copyright and related rights registered with URSB stood at 35% against the NDP III target of 36%. This was implemented through meetings, engagements and interactions on Intellectual Property conducted by URSB with the Collective Management Organizations (CMOs) and Musician Associations.

To support the media, communication and publicity, the Ministry of Information, Communication, Technology and National Guidance (MoICT&NG) conducted four radio talk show programs on Peace of Africa FM 94.5, Voice of Life FM 100.9 Arua District, OP FM in Jinja and Kamuli and Point FM-105.1 in Mubende District publicizing Government programs and initiatives.

Regarding the development of the Diaspora Policy, increased participation of the diaspora community in the development process was enhanced by the Ministry of Foreign Affairs (MoFA). This was through consultative engagements in Nairobi and Mombasa. Diaspora communities can contribute significantly to the economic prosperity of their home countries as they encourage entrepreneurship, skilling and knowledge through technological transfers.

The performance of the *Strengthening Institutional Support Sub-programme* was fair at 55%. The institutional capacity of Central, Local Government and Non-State actors for effective mobilization of communities was strengthened through recruiting officers e.g. parish chiefs to empower communities for participation in the development process. the Central Government, the staffing level for national guidance and community mobilization. Most LGs visited had understaffed community development departments. A total of 234 Community Development Centers were mapped in 84 LGs in preparations for renovation and equipping. A harmonized design to aid the development of pre-feasibility for Support to Integrated Community Learning for Wealth Creation



(SUICOLEW) Programme project was developed, and the technical assessment, environment module, demand analysis, and human resource analysis for centres were also undertaken.

The Rural Community Training Centers (RTCs) in five regions were assessed to identify the status and challenges affecting them. Soroti, Mubende, Kabale, Hoima and Moroto were assessed towards surveying, titling and planning for their operationalization. The National Library of Uganda operationalized six public and community libraries in Nebbi, Arua, Koboko, Moyo, Tororo and Jinja districts. Ten Information Communication Technology Open Access Centers were established in the libraries of Kamuli, Busia, Mbale, Lira, Moroto, Masaka, Kabale, Kisoro, Entebbe and Masindi districts. The libraries were also equipped with reading materials.

The *Civic Education and Mindset Change Sub-programme* exhibited fair performance at 57%. The interventions included: improving the knowledge of people about Government programs to promote and inculcate the National Vision and Value System, development of a National Service Program Implementation Framework and building the 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.

Challenges

1. Inadequate staffing levels, retooling and underfunding of community development departments in the LLGs to spearhead the programme.
2. Low levels of prioritization in planning and resource allocation and as a result this has slowed down the implementation of other programs of the NDPIII including the Parish Development Model.
3. Disjointed planning and budgeting under the institutional strengthening sub-programme arising out of the lack of a comprehensive needs assessment at Central and LGs to inform the capacity planning at institutional and organizational.
4. Dilapidated community infrastructure and equipment (rural training centres, community learning centres and obsolete broadcasting equipment) to support the sensitization, empowerment and training of citizens for increased demand and uptake of government services is dilapidated. The resources available are not sufficient to support the facelift and revamping of the said structures.
5. The community mobilization function in Government is heavily segmented across Programmes with limited or no involvement of the MGLSD, thus resulting in low levels of coordination and prioritization of the Programme in resource allocation
6. High rate of absenteeism of parish chiefs in LGs monitored arising from poor facilitation resulting in wastage of Government resources through the payroll and a slowdown in the implementation of the programme at the household level.



Recommendations

1. The MFPED in consultation with the MGLSD and Ministry of Public Service should address the filling of vacancies of CDOs in LGs and retooling of the Community Development Departments which are key drivers of this programme in LGs.
2. The MGLSD in consultation with other implementing institutions, LGs and the Program Working groups should coordinate the planning and budgeting of the program and fast-track the alignment of work plans and budgets to CMMC, and PIAP.
3. The MGLSD should work hand in hand with the Ministry of Public Service to develop a comprehensive needs assessment and plan under the strengthening Institutional sub-programme.
4. The MGLSD should engage MFPED to review the funding of the programme to address issues of dilapidated infrastructure, retooling of parish chiefs, and revamping the UBC equipment among others.



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.

Commencing FY 2021/22, the BMAU began undertaking Programme-Based Monitoring to assess performance against targets and outcomes in the Programme Implementation Action Plans (PIAPs)/Ministerial Policy Statements. Semi-annual and annual field monitoring of Government programmes and projects was undertaken to verify receipt and expenditure of funds by the user entities and beneficiaries, the outputs and intermediate outcomes achieved, and the level of gender and equity compliance in the budget execution processes. The monitoring also reviewed the level of cohesion between sub-programmes and noted implementation challenges.

The 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 annual monitoring of the Community Mobilization and Mindset Change Programme for the budget execution period 1st July 2022 to 30th June 2023.

1.2 Community Mobilization and Mindset Change Programme

The Community Mobilization and Mindset Change (CMMC) Programme directly contributes to NDPIII 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: Community Sensitization and Empowerment; Strengthening institutional support; and Civic Education and Mindset Change.

1.5 Key Programme Outcomes

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 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 30th June 2023). The interventions, outputs and intermediate outcomes 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. 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-household 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 behavioral 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 the 14 interventions which translated to 100% coverage were monitored. Selection of interventions was based on the following criteria:

- i) Votes that had progress reports for FY2022/23 were followed up for verification against planned outputs, intermediate outcomes 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 implemented as reviewed in the PIAP, Ministry Policy Statements and quarterly work plans. The annual monitoring for FY2022/23 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 Ministry 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 31 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 monitoring exercise. Physical performance of projects and interventions, planned outputs and intermediate outcomes were assessed by monitoring a range of indicators. The progress reported was linked to the reported 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.

To aid in mapping PIAP interventions against annual planned targets stated in the Vote MPS and quarterly work plans, a multi-stage sampling was undertaken at four levels: i) Sub-programmes ii) Sub-sub-programmes iii) Local Governments, and iv) beneficiaries.

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, FY2022/23 MPSs, 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 website; quarterly performance reports from some implementing agencies.



- b) Primary data collection methods on the other hand included:
- i. Consultations and key informant interviews with Chief 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 and indicators 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/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 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 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 Limitation

Limited information from the Ministry of Local Government regarding the Parish Development Model, and under OPM, Development Response to Displacement Impacts Project (DRDIP). This was coupled with the denial of the team access to the Kyangwali Refugee Settlement in Kikuube DLG by officials in the camp despite presenting introductory letters from MFPED and consulting officials in the OPM.



CHAPTER 3: PROGRAMME PERFORMANCE

3.1 Programme Financial Performance

The Programme budget for FY 2022/23 was Ug shs 74.983 billion (bn). By 30th June 2023, Ug shs 65.536bn (87%) was released and Ug shs 63.743bn (97%) spent. The release and absorption were good (Table 3.1).

Table 3.1: Financial Performance of the Community Mobilization and Mindset Change Programme as at 30th June 2023

Sub-Programme	Budget (Ug shs)	Release (Ug shs)	Expenditure (Ug shs)	% of release spent
Community Sensitization and Empowerment	38,028,571,499	32,239,700,034	31,694,788,504	98
Strengthening Institutional Support	24,113,327,589	21,788,148,552	20,579,140,502	94
Civic Education & Mindset Change	12,841,904,200	11,508,169,280	11,469,425,864	100
Total	74,983,803,288	65,536,017,866	63,743,354,870	97

Source: PBS, IFMS, MFPEd

3.2 Programme Physical Performance

The overall annual physical performance was fair at 59% against the financial performance of 97% for all three sub-programmes (Table 3.2). The programme has a total of 14 interventions implemented. Only 11 (79%) of the interventions registered fair performances, while 3 (21%) performed poorly.

Table 3.2: Performance of the Community Mobilization and Mindset Change Programme by 30th June 2023

Sub-programme	Performance (%)	Remarks
Community Sensitization and Empowerment	62	Fair
Strengthening Institutional Support	55	Fair
Civic Education & Mindset Change	57	Fair
Overall programme performance	58	Fair

Source: Author's Compilation

3.3 Community Sensitization and Empowerment Sub-programme

The sub-programme objective is to enhance the effective mobilization of families, communities and citizens for national development and the key planned 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 of the diaspora policy.

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 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-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 budget for the FY 2022/23 was Ug shs 31.415bn of which Ug shs 22.233bn (77%) was released and Ug shs 22.069bn (99%) spent by 30th June 2023. This was both a good release and absorption. The biggest proportion of budget allocation was under the intervention of developing and implementing a National Civic Education Programme at 43%, while the least was to develop a policy on diaspora engagement at 0.5%.

Annual monitoring focused on all five interventions and the overall physical performance was fair at 62% as shown in Table 3.3. At the intervention level, performance varied with four exhibiting fair and one poor performance. *Refer to Annex 3 for details of sub-programme output performance.*

Table 3.3: Performance of the interventions under the Community Sensitization and Empowerment Sub-programme by 30th June 2023

Intervention	Performance status	Remarks
Review and implement a comprehensive community mobilization (CMM) strategy	Fair	Fair performance at 50%. The MGLSD conducted capacity building of National and Local Government staff on the usage of the Village Cluster Model to implement household mentorship and Visioning under the Parish Development Model
Develop and implement a National Civic Education Programme	Fair	Fair performance at 66%. The EOC conducted community sensitizations, 5 out of 8 school debates, and 10 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	Poor performance with 45%. MGLSD supported 24 out of 80 Local Governments in the implementation of the National Culture priority interventions.
Develop a policy on diaspora engagement	Fair	Fair performance with 63% of outputs achieved). The MoFA held 4 out of 5 engagements with officers from MDAs on strengthening Diaspora investment in Uganda.
Implement the 15 Household model for social economic empowerment	Fair	Fair performance as 56% of outputs were achieved. The DRDIP conducted trainings and sensitizations of beneficiaries in refugee hosting districts.

Source: Author's Compilation



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

3.3.1 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 socioeconomic development and contribute to poverty eradication at their level.

The planned outputs for FY 2022/23 were: i) National Family Policy; and Training manuals on parenting disseminated to Local Governments ii) Capacity building for National and Local Government staff; and iii) Media and communication support activities provided to MDAs and LGs.

The implementing entities are MGLSD and MoICT&NG. The overall intervention performance was fair at 50%. The 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. The draft Family Policy (under amendment) was in place and its Regulatory Impact Assessment (RIA) was developed and yet to be subjected to nationwide regional consultations. The training manual on parenting was to be pretested in LGs.

Capacity building for National and Local Government staff: Capacity building of 3,782 i.e. 1,965 Community Development Officers (CDOs) and 1,817 special interest groups were trained on the usage of the Village Cluster Model to implement household mentorship and Visioning under the PDM. This was implemented in 176 LGs. The trainees reached 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.

A total of 10,096 copies of simplified handbooks on mentorship were developed by the MGLSD, printed and disseminated to LGs and used as a reference material during the training of LLG, developed a National Adult Learning and Community Education Strategy and developed a monitoring and supervision kit for nutrition programming.

Media and communication support activities provided to MDAs and LGs: The MoICT&NG through support to Uganda Media Centre (UMC) provided 410 media and communication support activities to MDAs and LGs. A total of 245 engagements for print and electronic media were monitored. A total of 25 engagements for international press and media attaches were done. The attaches were accredited to communicate Government programmes such as the PDM.

Public Education Media Programmes (talk shows) coordinated and conducted on different radio and TV stations: The MoICT&NG conducted 481 public education media Programmes (talk shows) on different radio and TV stations: Unity FM in Lira, Voice of Toro, Rock Mambo FM in Tororo, Guide FM in Kasese.



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. The planned outputs for FY 2022/23 are i) Digital media support to all MDAs in disseminating relevant information to the citizenry; ii) Media, publicity and communication support provided for Government programmes; iii) IEC materials; i.e.: 600 T-shirts, produce 4 issues of the Equity Voice (2,000, 500 each quarter), print 500 calendars, produce 200 branded diaries, a chart showing social services like special needs education among others produced and disseminated; iv) Television, radio, newspaper supplements/opinions conducted; v) A strategy on the promotion of Equal Opportunities and Affirmative Action conducted.

Others included: vi) 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 at 66%. 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:

Digital media support to all MDAs in disseminating relevant information to the citizenry:

The MoICT&NG provided 133 MDAs with digital media support in disseminating relevant information to the citizenry.

Media, publicity and communication support provided for Government programmes: The MoICT&NG through Uganda Broad Casting Corporation developed local content, produced and disseminated for different sectors in English, Luganda, and Luo.

Information Communication and Education materials developed and disseminated: The EOC through the Department of Education, Training, Information and Communications (ETIC) planned to procure 600 T-shirts, print 500 calendars, produce 200 branded diaries and 4 issues of the Equity Voice (2,000, 500 each quarter). By 30th June 2023, 560 T-shirts, 400 season cards, 200 branded diaries, 7 issues papers in the media, 320 copies of the 10th issue of the equity voice and, 400 calendars were produced and disseminated to MDAs and LGs.

Television, radio, and newspaper supplements/opinions conducted: The Equal Opportunities Commission planned; 4 TV, 8 radio, 8 newspaper supplements/opinions, and 4 social media campaigns conducted. By 30th June, 2023 10¹ out of 8 radio talk shows, and published 6 out of 8 newspaper supplements/opinions focusing on the need for programs and services of state and non-state actors to be inclusive of the marginalized.

A Strategy on the promotion of Equal Opportunities and Affirmative Action for the youth, women, Older Persons, Persons with Disabilities (PWDs) and Ethnic Minorities developed:

By 30th June 2023, the strategy was developed and reviewed.

1 Unity FM in Lira, Voice of Tooro, Rock Mambo FM in Tororo, Guide FM in Kasese. Britop FM Kyegegwa, Buddu FM Masaka, Joshua FM Katakwi, Kyegegwa community radio, Voice of Ruhinda FM in Mitooma District, Radio Gomba and Seke FM in Nakaseke.



School debates, Equal Opportunity Forums/engagements and tailor-made trainings conducted: The EOC planned to target young people, older persons, persons with disabilities, men, women, and ethnic minorities on inclusive access, participation and benefit. By 30th June 2023, 7 out of 8 school debates were conducted as follows:

- 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 males). 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).
- iv) National Instructors College Abilonino (Kole District), the theme of the debate was “*Inclusive tenability of education in Uganda,*” and it attracted 52 participants (29 males, 23 female). These included 35 youth, 15 adults and 2 PWDs.
- v) St Henry’s College Kitovu, Masaka. The theme was also “*Inclusive tenability of education in Uganda*” which attracted 50 participants (48 were male and 2 female staff). These included 2 PWDs, 43 youth and 7 adults.

In addition, seven tailor-made trainings were conducted on the need to equalize opportunities and promote inclusivity in Government programmes; and disseminated the guidelines for inclusive implementation of the PDM. These were in the districts of Kasese and Kyegegwa (Western Uganda); Butalejja, Buyende and Katakwi (Eastern Uganda); Gomba (Central Uganda) and Alebtong (Northern Uganda).

Fairs 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 the World’s Indigenous People and the International Youth Day were both commemorated by publishing three feature articles in the New Vision. The International Day of Persons with Disabilities was celebrated in Kole LG with a launch of the national constitution in Braille, while World AIDS Day, International Human Rights Day and 16 days of activism against Gender-Based Violence (GBV) were commemorated jointly with development partners (United Nations Human Rights and Feed the Future).

Regional media breakfast meetings to influence equitable reporting conducted: The public was educated on inclusive development, through the planned four 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 the 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.



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 planned outputs for FY 2022/23 are: i) Local Governments monitored the implementation of the national culture priority interventions and family guidelines; ii) Publish newspaper supplements, conduct radio talk shows, and print client charters and information guides and newsletters; and iii) International networks for export for cultural goods & services established. The implementing entities are MGLSD, URSB and MoFA.

The intervention performance was poor at 45% as implementation on sensitization of Community Mobilization Officers was minimal under URSB. The status of implementation is presented hereafter:

Local Governments monitored and provided technical support backstopping on the implementation of the National culture priority interventions and family guidelines. The MGLSD monitored and provided technical backstopping support to 24 out of 80 planned LGs and family guidelines in the two² sub-regions of Busoga and Bushenyi.

Four newspaper supplements published, 10 radio talk shows conducted, 600 client charters and information guides and newsletters printed: The URSB sensitized collective management organizations on IP Rights in the culture and creative industry. The bureau also published four newspaper supplements and printed 600 client charters and newsletters distributed to MDAs. A total of 10 radio talk shows were conducted on KFM, Bukedde, and Dembe FM radio stations to sensitize the public about the services offered by the bureau. Customer engagement took place and over 1200 people participated, 400 newsletters were developed but not printed.

International networks for export of cultural goods & services established: The MoFA planned to support Uganda's participation in 6 international expo events to promote economic and commercial diplomacy (e.g. those organized by missions, and Uganda's Cultural and Sports Diplomacy promoted abroad), 40 Culture and Sports Exchange Programs and Personalities Promoted.

By 30th June 2023, the MoFA had participated in six international events to promote economic and commercial diplomacy. The Ministry promoted 4 out of 40 planned cultural and sports exchange programs by sending Ugandan artists to participate in Tunis and Moscow cultural festivals.

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 2022/23 were 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 the Ministry of Foreign Affairs.

² Bugiri, Buyende, Iganga, Jinja, Kaliro, Kamuli, Luuka, Mayuge, Namayingo, Namutumba, Kamuli Municipality and Bugiri Municipality); Bushenyi, Buhweju, Ruburizi, Mitooma, Sheema, Sheema Municipality, Isingiro, Kiruhura, Ibanda, Mbarara, Mbarara City, Ntungamo.



The performance was fair at 63% as engagements were conducted in the development of the policy. The status of implementation is presented hereafter:

Processes in the development of the policy implemented: Four out of five planned engagements in the United Arab Emirates, Cairo, Nairobi and Mombasa to popularize and disseminate the Uganda diaspora engagement framework were undertaken. Diaspora meetings on trade, investment and tourism opportunities in Uganda were organized by the Uganda Investment Authority to discuss the possibility of starting a diaspora bond.

3.3.5 Implement the 15 Household Model for Social-Economic Empowerment

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

Village Savings and Loans Associations established and Jobs and Livelihood Refugee Integrated Plan implemented: The intervention performance was fair at 56%. Village savings and loans association was implemented but with support from donors, refugee communities in 15 resettlements were mobilized and trained in various income-generating activities. However, the capacity-building initiatives and technical support implemented in LGs were not in line with the planned outputs. The status of implementation is presented hereafter:

Village Savings and Loans Associations established: The MGLSD in partnership with the German Adult Education Association – DVV International, continues to consolidate the implementation of the Integrated Community Learning for Wealth Creation Programme (ICOLEW) programme with components in 4 LGs of Namayingo, Iganga, Nwoya and Mpigi. In a bid to empower youth and adults with limited literacy skills to participate in the development process, the Village Saving and Loans Association were implemented as one of the components of the programme that are expected to functionalize literacy and numeracy enhancement components. Specifically, 30 Community Empowerment Groups (CEGs) have cumulatively saved Ug shs 421,200,700. Making learners have easy access to credit facilities from their Village Savings and Loans Association (VSLA) savings to invest in household income-generating activities.

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 and. The project period was from June 2017 to 31st December 2023.

This intervention is funded under the capacity building component and implemented under OPM coordinated by the various districts under the Livelihood Support Programme (LSP) and Sustainable Environment and Natural Resources Management (SENRM). The main capacity-building initiatives in all settlements visited were tomato growing, records management, goat rearing, tree planting, beekeeping, maize growing and financial management basics. The objective

of the training is to enhance the capacity of refugees in income generation projects to enhance incomes at the household level and instill a culture of saving. Capacity building targeted 45,000 beneficiaries (60% females) in refugee host communities and settlements.

The monitoring teams 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 the Panyadoli Refugee Settlement, capacity-building needs were identified by OPM, not the beneficiaries. Four groups were supported with Ug shs 18 million each. The trainings were implemented by technical officers at the districts and the implementation partners. The team visited JC Vegetable Growers engaged in tomato and onion growing. Members were trained in the establishment of nursery beds for tomatoes and onions, lining and putting ridges, staking, enterprise selection, and financial management. The group comprised 15 members (13 females and 2 males), of these three were PWDs, one elderly and five youth, and they received Ug shs 18 million for setting up the nursery beds, trainings, ploughing and purchase of seedlings. Members have used the profits shared to improve their livelihood in many ways, including starting personal businesses, improving the houses they live in, and paying school fees for their children, social cohesion was evident in most communities.



L-R: Members of JC Vegetable Growers-CIG at the tomato nursery bed; Procured seedlings in Panyadoli Settlement in Kiryandongo LG

Isingiro District Local Government: Members of the Kyeibare Community Tree Planting Project were sensitized on the integration of tree planting with legume crops to help protect trees from damage caused by browsing animals. This was also providing alternative sources of income from crop sales thereby contributing to the management and maintenance of woodlots.

The group comprised 69 members (39 females and 30 males) who received Ug shs 36 million for tree planting for climate change modification, regulating temperatures, and obtaining timber for firewood.



In the Nakivale Refugee Settlement, in Isingiro District Local Government, members of Ngarama A Produce Traders CIG (Produce Trading) were engaged in produce and goat rearing. They were trained in procurement processes, record keeping and financial management to enhance their skills in managing finances. The group comprised of 15 members (8 females and 7 males) received Ug shs 18 million for produce buying where they utilized 5 million and procured 34 goats for rearing. They reaped a profit of Ug shs 1.5m which was to be saved.



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. The beneficiaries harvested and sold honey to enhance income at household levels.



One of the procured bee hive of members of Bwiriza Bare Hill Project in Kyegegwa District Local Government

Capacity building to prevent and mitigate Gender Based Violence (GBV) against Children: A training of trainers (ToT) of champions in Kiryandongo, Hoima and Kikuube, Isingiro, Kamwenge and Kyegegwa districts on identification, establishment and strengthening capacity of GBV/VAC champions on social risk management was done. A total of 710 (419 males, 291 females) champions were trained.

However, in Kyangwali Refugee Settlement, in Kikuube DLG the monitoring team was denied access to the site and progress reports. Since the coordinator was on interdiction, and there was no contact person to provide information.

Sub-programme conclusion

Overall performance of the sub-programme was fair at 62%. The intervention of enhancing effective mobilization of families, communities and citizens for national development is yet to be achieved because other institutions had no planned outputs e.g. URSB and MoFA had minimal



interventions. Under DRDIP there were no clear budgets and training reports for capacity building in the refugee resettlements visited and the impact on ground arising out of capacity building initiatives.

Recommendations

1. The MGLSD should coordinate with the two institutions (URSB and MoFA) on the planning and budgeting if the sub-programme has to achieve the intended objective.
2. The OPM should conduct a comprehensive end-of-term evaluation of capacity-building initiatives in all the settlements in all 14 districts under DRDIP to determine value for money and the impact on the beneficiaries.

3.4 Strengthening Institutional Support Sub-programme

The sub-programme objective is to strengthen the institutional capacity of Central and Local Governments and Non-State actors for effective mobilization of communities. The intermediate outcomes are the percentage response rate to development initiatives, and the percentage of vulnerable and marginalized persons empowered.

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 FY 2022/23 budget is Ug shs 2.668bn, of which Ug shs 2.417bn (91%) was released and Ug shs 2.269bn (94%) spent by 30th June 2023. This was good release and absorption. The biggest proportion of the budget was under the intervention of Equip and operationalize Community Mobilization and Empowerment (CME) institutions at 91%, whereas the least was institutionalized cultural, religious and other non-state actors in community development initiatives had 9%.

Sub-programme Performance

Annual monitoring focused on all three interventions and the overall physical performance of interventions was fair at 55% as shown in Table 3.4. At the intervention level, performance varied with two exhibiting fair and one poor performance. *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 30th June 2023

Intervention	Performance Status	Remarks
Equip and operationalize community mobilization and empowerment (CME) institutions/ structures	Poor	Poor (achieved 46%). Apart from equipping libraries, and the development of centres; the rural training centres and community development centres are still in a dilapidated state and non-functional. Rural training centres' outputs were still under review.
Establish and operationalize Community Development Management Information System (CDMIS) at the parish and sub-county level	Fair	Fair (achieved 55%). PDMIS was rolled out and operationalized in 17 Districts however due to budget constraints no gadgets were provided to parish chiefs for data collection.
Institutionalize cultural, religious and other non-state actors in community development initiatives	Fair	Fair (achieved 57%). reports on Government engagement with religious and faith organizations (RFOs) on mindset change were produced by DEI.

Source: Author's Compilation

Detailed performance of the three interventions under the Strengthening Institutional Upkeep Sub-programme are discussed hereafter:

3.4.1 Equip and operationalize Community Mobilization and Empowerment institutions/ structures

The intervention focuses on strengthening the institutional capacity of Central, Local Government and non-state actors for effective citizen mobilization and dissemination of information to guide and shape the mindsets/ attitudes of the population

The planned outputs for FY 2022/23 are: i) community development centres renovated/constructed; ii) harmonized design for Rural Training Centers (RTECs) and community development centres developed; iii) the role of RDCs strengthened; iv) public and community libraries monitored; v) National/public library of Uganda equipped; vi) library users accessed library services through offline and online; vii) retooling of CDOs and parish chiefs. The outputs are implemented by the MGLSD and OP.

The performance was poor at 46%. Only outputs under the National/Public Library of Uganda equipped were implemented. However, the Community Development Centers and Rural Training Centers outputs were still under review and the procurement process for the construction of the office of RDC Mukono was still ongoing. The status of implementation is presented hereafter.

Community Development Centers renovated/constructed: The Ministry mapped 234 community development centres, and a Memorandum of Understanding (MoU) with 84 LGs was signed to renovate and equip Community Development Centers. In a bid to renovate/construct/equip a pre-feasibility study to support Integrated Community Learning for Wealth Creation (ICOLEW) programme was undertaken. The proposal is before the development committee of Finance for consideration.



Harmonized design for Rural Training Centers (RTCs) and Community Development centres developed: The MGLSD assessed RTCs to establish the status and challenges faced by the RTCs in the five regions including Nwoya, Mpigi, Iganga, Namayingo, and Kabarole. Those that were found available for functionalizing included 9 RTCs³.

The role of RDCs strengthened in the mobilization of communities to engage in National Development: The Office of the President undertook a procurement process for the construction of the office of the RDCs of Mukono and Nebbi districts and this was still ongoing.

Public and community libraries and LGs from Northern, Eastern, Central and Western Uganda inspected, monitored and guided: Thirty-six (36) monitoring and inspections were carried out in 26 out of 56 public and community libraries (Nebbi, Arua, Koboko, Moyo, Tororo Jinja, Moroto, Nabilatuk, Nakapiripirit, Bundibugyo, Zigoti, SEVO International Community Library, Kisoro, Kabale, Mbarara, Busia, Ceazaria, Paidha, Lira, Palisa, Mbale, Kitengesa, Nyarushanje and Entebbe) and LGs were inspected and guided. The exercise aimed at establishing library management and operations and identifying challenges or gaps. Field findings revealed that public libraries have continued to be sidelined, underfunded and understaffed in almost all local governments.

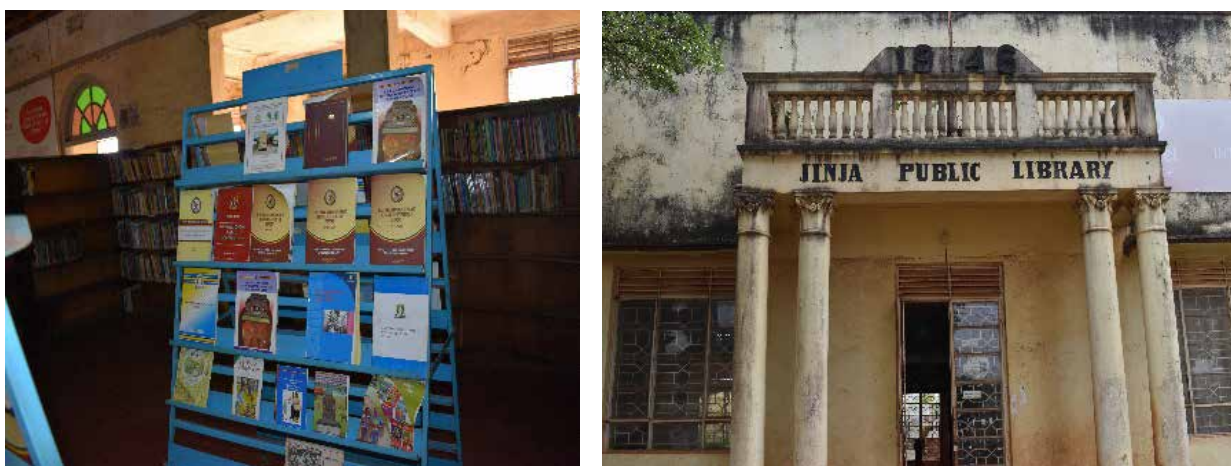
National/Public Library of Uganda equipped: The National Library of Uganda (NLU) headquarters were constructed and equipped. The NLU and six public and community libraries (Nebbi, Arua, Koboko, Moyo, Tororo and Jinja) and LGs were inspected and guided on library management.

A total of 33⁴ out of 56 public/community libraries/ institutions were supported with reading materials. Other beneficiaries include JURUDO (280 books), KINNS S.S (133 books), Masoli C.L (18 books), SALVE International (500 books), and Inspire Lives Africa (500 books) supported with books/ reading materials. In public/community libraries, the users were the general public at all levels (children, school-going, out-of-school and tertiary levels). The purpose was to have enough reading materials in the libraries to be read, which may result in improving their reading cultures. The NLU provided internet data for four libraries (Mummy Foundation Community Library, UDS Community Library, Masaka Public Library and Nyarushanje Community Library).

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 equipped with reading materials, 10 computers and other accessories fully connected to internet libraries-funded by UCC. Field findings established that Jinja Public Library was equipped with reading materials for both adults and children however, there were no computers, and load shedding was also another problem as well as lighting was minimal in the library.

3 Arapai, Soroti, Mubende RTC Mubende, Kikungiri, Kabale, Bunyoro RTC Hoima and Moroto RTC.

4 Gulu, Busia, Tororo, Fort Portal, Nabilatuk, Kabale, Masaka, Lira, Arua, Soroti, Mbale, Entebbe, Pallisa, Bugiri, Ibanda, Kisoro, Jinja, Moroto, Zigoti, Fort Portal, Mubende, Bundibugyo, Mbarara, Nyarushanje, Nakaseke, Kigumba, Apach, NLU-IRS, Kitengesa, St. Jude Naguru, Batristo Vocational Institute, Kalisizo Health Centre, Golden Eagle and Divine Junior School.



L-R: Exterior and interior views of the Jinja Public Library

Library users accessed library services offline and online: By 30th June 2023, a total of 400,000 out of 423,108 users accessed the library services physically and online from 16 libraries for instance 1,567 for NLU; 2,012 for Soroti; 3,616 for Nyarushanje; 356 for Arua; 71,635 for Hoima; 6,138 for Kabarole; 31,464 for Mbale and 356 for Monica Memorial Resource Centre; 54 for Piadha; 559 for Bugiri; 700 for Masaka; 153 for Nebbi; 2,410 for Nakaseke Tele Centre; 1,076 for the Nambi Sepuuyya Community Resource Centre; 2,798 for Pallisa however, usage of statistics from other libraries was not yet readily available.

CDOs and Parish Chiefs retooled: This output is to enable the Community Development Officers and Parish Chiefs to adequately reach out and mobilize communities to participate in Government programmes. However due to inadequate funds under CMMC, in the interim, the output has been considered as unfunded priority and planned under the PDM in the MoLG. In all LGs visited CDOs and parish chiefs lacked transport, devices for data collection and monitoring of PDM activities and capacity building in data collection skills.

3.4.2 Establish and operationalize Community Development Management Information System at the 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 was: PDMIS developed and implemented. The implementing entities are MoICT&NG, MGLSD, MFPED and the LGs. The overall intervention performance was fair at 55%. The status of implementation is presented hereafter:

The PDMIS was rolled out and operationalized. User Acceptance Tests were undertaken for PDMIS Modules – citizen participation information system, financial inclusion system and Monitoring and Evaluation. Four⁵ of the six modules in the PDMIS were operationalized. 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.

⁵ Module for Financial Inclusion System (FIS), modules for Monitoring and evaluation, Citizen participation and information and Registration and Data Collection.



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. A total of 12,746,055 of the population has been profiled in the Tororo, Busia, Budaka, Butebo and Butaleja districts in the Bukedi sub-region. Up to 17 districts are using the Financial Inclusion System module of PDMIS. However, implementation was still being affected by irregular network connectivity and a lack of gadgets for data collection. These were a major challenge to household and village profiling.

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

This intervention seeks to strengthen the institutional capacity of Central, LG and non-state actors for effective mobilization of communities.

The planned outputs for FY 2022/23 are: i) 8 reports on the development of the Religious and Faith Organizations (RFO) policy produced; ii) Report on the Commemoration of St. Janani Luwum Day produced; iii) 3 Reports on Government engagement with Religious and Faith Organizations (RFOs) on Mindset Change as per the Parish Development Model Produced. The implementing entities are the Directorate of Ethics and Integrity and MGLSD.

The overall intervention performance was fair at 57%. The status of implementation on findings is presented hereafter:

Reports on the development of the RFO Policy produced: By 30th June 2023, only three out of the eight planned reports were produced. Follow-up discussions on the development of the RFO policy were held with RFO leaders from Mukono district, Mukono Municipality, and Mbarara and Masaka Cities. The RFO leaders came from the Anglican, Catholic, Born Again/Pentecostal, Muslims, Seventh Day Adventists, and Orthodox.

Report on Commemoration of St. Janani Luwum Day produced: One report on Government engagement with RFOs was produced. The report shows that RFO leaders were engaged during the assessment of the extent to which implementation of the Zero Tolerance to Corruption Policy (ZTCP) had gone since its launch in 2019 to date. The following was achieved: i) Coordination and networking between the state and RFO leaders in the rebuilding of morals was strengthened; ii) RFO leaders renewed their commitment to empowering members of their institutions to demand accountability and to report corruption, and iii) Mainstreaming of NEVs in all sectors was promoted.

Government engagement with religious and faith organizations (RFOs) on mindset change as per the parish development model and reports produced: One out of three planned reports on government engagement with Religious and Faith Organizations (RFOs) on Mindset Change as per the Parish Development Model was 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 the Interreligious Council of Uganda.

Sub-programme Conclusion

The overall performance of the sub-programme was fair at 55% due to non-prioritization of the planned outputs. The infrastructure to support the sensitization, empowerment and training of citizens for increased demand and uptake of government services is still dilapidated. The resources



available are not sufficient to support the facelift and revamping of the said structures and no clear training and retooling programs were developed. There are no clear comprehensive capacity needs assessments at all levels to justify the planned interventions. The objective of strengthening the institutional capacity of Central, LGs and non-state actors for effective mobilization of communities is yet to be achieved.

Recommendation

The MGLSD and programme working group should prioritize the planned outputs and budgets to achieve the intended sub-programme objectives.

3.5 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; Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs, and
- vii. Promote advocacy, Social mobilization and Behavioral 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 11.256bn (89%) was released and Ug shs 11.216bn (99%) was spent by 30th June 2023. 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 - to develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities with 1%.

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 fair at 57.2% as shown in Table 3.5. At the intervention level, performance varied with five exhibiting fair and one poor performance. *Refer to Annex 4 for details of the sub-programme and output performance.*

**Table 3.5: Performance of interventions under the Civic Education and Mindset Change Sub-programme by 30th June 2023**

Intervention	Performance Status	Remarks
Develop and implement a National Service Program		Fair (achieved 67%). Patriotism clubs were implemented in schools by the Office of the President.
Popularize the National vision, interest and common good for the citizenry		Fair (achieved 53%). 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 (achieved 64%). 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		Poor (achieved 40%). 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 Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/ cultural practices and beliefs		Fair (achieved 50%). Urban Councils were trained in the legislation process to formulate ordinances and by-laws by MoLG. The National Culture Policy developed output by MGLSD was not in tandem with the intervention.
Promote advocacy, social mobilization and behavioural change communication for community development		Fair (achieved 51%). Advocacy on demographic dividend activities implemented during the World Population Day.

Source: Authors' Compilation

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

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 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; iv) 4 reports on Patriotism activities monitored and evaluated in 600 schools including tertiary institutions; v) Capacity built in the Patriotism ideology and mindset change in 40 formal and informal communities; vi) Capacity of 9 National Secretariat for Patriotic Corps (NSPC) staff built in good governance and M&E. The lead implementing entity is the Office of the President (OP).



Overall performance was fair at 67%. Capacity-building activities in patriotism and ideology were conducted. The status of implementation is presented hereafter:

Sensitization and awareness programs on patriotism and mindset change prepared: The Office of the President reported that the preparation of four reports on sensitization and awareness on patriotism and mindset change; conducted through media houses (10 radio stations and 3 media houses), 16 awareness and sensitization programs concerning patriotism and mindset change were conducted on 27 radio stations and four televisions including one youth program on Uganda Broadcasting Corporation targeting the districts of Rakai, Kyotera, Sembabule, Bukomansimbi, Lyantonde, Lwengo, Kalungu, Masaka and Kalangala.

Capacity of citizenry built: The capacity of 154,780 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 41 out of 40 formal and informal association school head teachers and youth leaders in Ntungamo District, youth in Gayaza, Kasangati 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 2,000 out of the planned 2,000 senior staff in 40 MDAs. These comprised resident district commissioners (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, Kibaale, 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.

Reports on Patriotism activities monitored and evaluated in 600 schools including tertiary institutions: Patriotism activities were monitored in 536 out of 600 schools in (321 schools) secondary schools and tertiary institutions in 21 Districts⁶. Capacity was built for 41 communities in the patriotism ideology and mindset change. Capacity of all staff built in Good Governance, Monitoring and Evaluation.

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

The planned outputs for FY 2022/23 are; i) National Guidance Policy (NG) fast-tracked and approved, and ii) a bill approved on the duties of the Citizenry and popularized. The lead implementing agency is MoICT&NG. Overall performance was fair, and the status of implementation is presented hereafter:

National Guidance Policy fast-tracked and approved: The NGP is meant to facilitate ideological orientation through education of citizens on the core national strategic areas and mindset transformation towards national interest and the common good. Five engagement meetings were held to provide a harmonized approach for the completion of the regulatory impact assessment on the National Guidance Policy. The policy is at the level of Top Management and awaited certification of the financial implications from MFPED.

⁶ Wakiso, Rakai, Kyotera, Sembabule, Bukomansimbi, Lwengo, Lyantonde, Kalungu, Masaka, Kalangala, Sheema, Mitooma, Bushenyi, Rubirizi, Mbarara City, Buhweju, Kiruhura, Ibanda, Ntungamo, Mityana, and Kassanda.



A bill approved on the duties of the citizenry and popularized: Data collection concerning the bill in the selected districts of the Eastern sub-region namely Iganga, Bugiri, Busia and Namutumba districts was ongoing.

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

The planned outputs for FY 2022/23 are: i) National Honors list of names published in the National Gazette, ii) Reports on Investiture Ceremonies produced, iii) Online data bank of medalists established, iv) 695 Medals purchased, v) A framework for identification and recognition of exemplary achievers established, vii) Hall of fame equipped and operationalized; and viii) Capacity of eight staff built in Management and administration of Honors.

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

The Office of the President established six National Honors lists of names published in the National Gazette. Six investiture ceremonies were held and these included: The Independence Anniversary on 9th October, Victory Day on 26th January, Tarehe Sita on 6th February International Women's Day on 8th March, International Labour Day on 1st May, and Heroes Day on 9th June). The National Roll of Honour was updated six times in the FY including, Victory Day, Tarehe Sita, International Women's Day, International Labour Day, and Heroes' Day. The Office of the President successfully procured and awarded 1,500 medals to the nominated individuals in all the investiture ceremonies. The medals included; civilian, military and police. A framework for identification and recognition of exemplary achievers was established which puts on record public appreciation for the contribution of persons recognized for the country.

The Hall of Fame was equipped and operationalized where heroes and heroines who have contributed to Uganda's well-being and the capacity of eight staff was built in Management and administration of Honors.

3.5.4 Develop and operationalize a system for inculcating Ethical Standards in the formal, informal and all communities

The planned output for FY 2022/23 is: Reports on the training of 8 LGs and 4 Civil Society Organizations (CSOs) 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 as the system for inculcating ethical standards in formal, informal and all communities was not developed.

3.5.5 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 bylaws for decent living; and ii) National Culture policy disseminated to LGs. The implementing entities are MoLG and MGLSD.

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



Cities and Local Governments Supported to Formulate Ordinances and By-laws for decent living: The Local Government Act Chapter, 243 gives legislative powers to LGs to enact ordinances and by-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 30th June 2023, 10 out of 40 Urban Local Councils were trained and supported on the formulation of ordinances and bylaws, Governance, revenue mobilization and generation and cross-cutting issues. Follow-ups were made to 10 planned Cities of Arua, Fort Portal, Mbarara, Masaka, Hoima, Gulu, Lira, Soroti, Mbale and Jinja on the formulation of ordinances and by-laws.

National Culture Policy disseminated to LGs: A National Culture Policy was developed. A total of 24⁷ out of 80 LGs were monitored for the collection of more data on the National culture priority interventions and family guidelines in the sub-regions of Busoga and Ankole.

3.5.6 Conducting awareness campaigns and enforcing laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs

The one planned output for FY 2022/23 was: Cultural leaders supported. The implementing entities are MGLSD. The overall performance was fair at 50%.

Cultural leaders supported: The MGLSD supported the 14 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, vaccination and immunization drives, and the Parish Development Model. These included: *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*. However, for the Buganda Kingdom, the emolument was declined since accordingly to Buganda's culture and norms, the Kabaka is not supposed to be paid.

3.5.7 Promote advocacy, social mobilization and behavioral change community development

The intervention focuses on reducing negative cultural practices and attitudes. The planned outputs for FY 2022/23 are: i) Development and dissemination of assorted IEC materials on the dangers of pornography produced; ii) Capacity of MDAs, LGs, champions, and partners built to integrate demographic dividend priority actions; iii) Public awareness on Demographic Dividends and impact of population dynamics on development built; iv) Partnerships to promote community mobilization and mindset change operationalized. The lead implementing entities are the National Population Council, and DEI. The overall performance was fair.

Development and dissemination of assorted IEC materials on the dangers of pornography produced: The Directorate of Ethics and Integrity (DEI) conducted a consultative meeting with local leaders including religious leaders, and local council members among others on how to fight pornography in the society. Conversely, DEI Produced assorted IEC materials in the form of brochures, booklets and pamphlets showing the dangers of pornography were distributed in different schools.

⁷ Bugiri, Buyende, Iganga, Jinja, Kaliro, Kamuli, Luuka, Mayuge, Namayingo, Namutumba, Kamuli Municipality and Bugiri Municipality); Bushenyi - Bushenyi, Buhweju, Ruburizi, Mitooma, Sheema, Sheema Municipality, Isingiro, Kiruhura, Ibanda, Mbarara, Mbarara City, Ntungamo.



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 11th 2022 and 300 partners attended the launch of the State of Uganda Population Report, 2022.

Sub-programme Conclusion

The Civic Education & Mindset Change Sub-programme performance was fair at 57%. Planned interventions under the Office of the President were on course however, there was no comprehensive training needs assessment and plan to implement the Civic Education and Mindset programs. The sub-programme objective of promoting and inculcating the National Vision and Value System and reducing negative cultural practices and attitudes is yet to be achieved.



CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Programme Conclusion

The overall performance of the Community Mobilization and Mindset Change Programme was fair at 58%. The best performance (62%) was registered under the Community Sensitization and Empowerment Sub-programme, and the least performing was the Strengthening Institutional Support Sub-programme at 55%. It was noted that the low staffing levels, limited coordination, non-prioritization in planning and budgeting had a significant negative effect on the performance of the CMMP in achieving the NDP III objectives.

4.2 Programme Challenges

1. Inadequate staffing levels, retooling and underfunding of community development departments in the LLGs to spearhead the programme. For example, the Social Development Grant to LGs was reallocated.
2. Low levels of prioritization in planning and resource allocation and as a result this has slowed down the implementation of other programs of the NDP111 including the Parish Development Model.
3. Disjointed planning and budgeting under the institutional strengthening sub-programme arising out of the lack of a comprehensive needs assessment at Central and LGs to inform the capacity planning at institutional and organizational.
4. Dilapidated community infrastructure and equipment (rural training centres, community learning centres and obsolete broadcasting equipment) to support the sensitization, empowerment and training of citizens for increased demand and uptake of government services is dilapidated. The resources available are not sufficient to support the facelift and revamping of the said structures.
5. The Community mobilization function in Government is heavily segmented across Programmes with limited or no involvement of the MGLSD, thus resulting in low levels of coordination and prioritization of the Programme in resource allocation
6. The high rate of absenteeism of parish chiefs in LGs monitored arising from poor facilitation resulting in wastage of Government resources through the payroll and a slowdown in the implementation of the programme at the household level.

4.3 Recommendations

1. The MFPED in consultation with the MGLSD and Ministry of Public Service should address the on-filling vacancies of CDOs in LGs and retooling of the Community Development Departments.
2. The MGLSD in consultation with other implementing institutions and LGs and the programme working group should coordinate the planning and budgeting of the programme and fast-track the alignment of work plans and budget to CMMC, PIAP, and LGs.
3. The MGLSD should work together with the Ministry of Public Service to develop a comprehensive needs assessment to strengthen the Institutional component.
4. The MGLSD should engage MFPED to review the funding of the programme to address issues of dilapidated infrastructure, retooling of parish chiefs, and revamping the UBC equipment among others.



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ANNEXES

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

Vote	Sub-programme	Sampled intervention	Sampled districts/institutions Institutions
MGLSD, MoICT	Community Sensitization and Empowerment Sub-programme	Review and implement a Community Mobilization Strategy	MGLSD; Bukedea, Soroti, Mbale, Nakasongola, Bullisa, Hoima, Kikuube, Masindi, Masindi MC, Hoima City, Kabarole, Kyenjojo, Paliisa, Nwoya
JSC, MoICT, EOC		Develop and implement a National Civic Education programme	MoICT, Gulu, Bukedea, Bududa. Mbarara, Manafwa
MGLSD, URSB, MoFA		Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation	Bududa, Jinja, Kaliro, Iganga, Bukedea, Mbale, Kibuku, Manafwa, Nakasongola, Luweero, Fort Portal
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, Kyegegwa.
MGLSD, DEI	Strengthening Institutional Support Sub- programme	Equip and Operationalize Community Mobilization and Empowerment institutions/ structures	MGLSD, Bukedea, Kiryandongo, Mbale, Kabarole, Kumi, Kyegegwa, Hoima, Mityana
		Establish and operationalize (CDMIS) at the parish and sub- county level Parish and Sub-county level	MGLSD, MoICT&NG
		Institutionalize cultural, religious and other non-state actors in the Community Development initiatives	MGLSD, DEI, Gulu, Inter-Religious Council of Uganda, Mbale, Manafwa



Vote	Sub-programme	Sampled intervention	Sampled districts/institutions Institutions
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, Iganga, Kole, Ntungamo, Pakwach, Masindi
		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, Hoima, Kiryandongo, Ibanda, Ntungamo, Kumi, Mubende, Mityana
		Develop and enforce ordinances and by-laws	MoLG, MGLSD, Iganga, Jinja, Kaliro, Nakasongola
		Promote advocacy, Social mobilization and Behavioural Change Communication for community development	MGLSD, URSB Kyegegwa, Kikuube, Buliisa, Rukungiri, Ntungamo, Hoima City
		Conducting Awareness Campaigns and Enforcing laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs	MGLSD; JSC Jinja, Mbale, Kabarole, Hoima, Masindi, Bullisa.

Source: Author's Compilation



Annex 2: Performance of Community Sensitization and Empowerment Sub-programme as at 30th June 2023

Intervention	Output	Outputs 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 and Training Manual disseminated	0.264	100.0	86	2.00	0.50	25.00	The draft Family Policy (under amendment) was in place and its RIA was developed and yet to be subjected to nationwide regional consultations the training manual on parenting was to be pretested in LGs, 87% of funds were spent on wages.
	Media and communication support activities provided to MDAs and LGs	1.906	84.1	95	1.00	0.60	71.30	67% of funds were spent on transfers to Government Units.
	Public Education Media Programmes coordinated	2.231	54.7	99	1.00	0.30	54.84	Most funds were spent on salaries, trainings, advertising, and consultancy services.
Develop and implement a national civic education programme	Digital media support to all MDAs in disseminating relevant information to the citizenry	0.753	82.6	100	1.00	0.40	48.41	Though MDAs were provided with digital media support 88% of funds were spent on allowances.
	Support to Uganda Broadcasting Corporation	12.000	37.5	100	1.00	0.30	79.94	funds were spent on staff management allowances, welfare, recruitment costs, activity-based allowances.
	ICT and Education materials	0.283	100.0	100	1.00	0.60	60.00	funds were spent on procurements of TV radio and newspaper supplements and diaries, T-shirts.
	Strategy on the promotion of Equal Opportunities developed;	0.499	100.0	100	4.00	3.00	75.00	65% of funds were spent on travel inland.



		Outputs 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 (%)	
Design and implement a programme aimed at promoting household engagement in culture and creative industries	LGs monitored on National Culture priorities networks for the export of cultural goods & services established	12.395	98.0	100	1.00	0.50	51.00	95% of funds released were spent on Transfers to other Government Units such as IRCU, and 14 cultural leaders were supported with monthly emoluments.
	Newspaper supplements published, and client charters on IP Rights in the Culture and Creative industry	0.685	100.0	98	1.00	0.50	50.00	49% of funds were spent on wages.
Develop a policy on diaspora engagement	International networks for export of cultural goods & services established	0.238	100.0	93	2.00	0.70	35.00	Funds were spent on allowances for promoting 6 international expo events.
	Processes in the development of the policy implemented	0.160	100.0	96	3.00	1.90	63.33	Funds were spent on allowances and engagements to popularize/disseminate the Uganda Diaspora Engagement Framework.
Average Outputs Performance		55.80						
		Outcome Performance						
Outcome Indicator		Annual Target	Achieved	Score (%)	Remark			
Proportion of households participating in development initiatives increased		75	70	93				
Proportion of the population informed about national programmes		65	63	97				
Ratio of diaspora remittances to GDP		10	3	30				
Average outcome performance					73.4			
Overall sub-programme performance					62			

Source: IFMS Data/ Progress Reports, Field Findings



Annex 3: Performance of Strengthening Institutional Support Sub-programme as at 30th June 2023

Intervention	Output	Outputs Performance						Remark
		Financial Performance		Physical Performance				
		Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Institutionalize cultural, religious and other non-state actors in community development initiatives	Coordination and regulation of all religious and faith organizations	0. 229	100.0	100	3.00	1.70	56.67	The development of the RFO policy with RFO leaders was ongoing.
Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures	Community mobilization and empowerment	2.438	89.7	93	3.00	1.25	46.43	Though outputs under National/Public Library of Uganda were implemented, Community Development Centres and Rural Training Centres outputs were still under review and the procurement process.
Average Output Performance							51.55	
		Outcome Performance						
Outcome Indicator		Annual Target	Achieved	Score (%)	Remark			
% of vulnerable and marginalized persons empowered		4	2.9	73				
Staffing levels for national guidance and community mobilization functions at LG		96	40	42				
Staffing levels for national guidance and community mobilization functions at central levels reduced		94	61.5	65				
Average outcome performance				59.9				
Overall sub-programme performance				54.5				

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



Annex 4: Performance of Civic Education and Mindset Change Sub-programme as at 30th June 2023

Intervention	Output	Financial Performance			Physical Performance			Remarks
		Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Develop and implement a national service program	Patriotism Services	7.461	100.0	100	6.00	4.00	66.67	Funds were spent on capacity building and sensitizations in Patriotism by the OP.
Popularize the national vision, interest and common good for the citizenry	Civic Education and Training	1.484	37.8	93	1.00	0.20	52.96	Funds were spent on engagement meetings to complete the regulatory impact assessment on the National Guidance Policy by MoICT&NG.
Establish a National incentives framework including rewards and sanctions for best-performing workers, leaders	National Recognition Coordination	1.639	100.0	100	7.00	4.50	64.29	Funds were spent on the purchase of Medals for exemplary awards purchased by the Office of the President.
Develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities	Training of Local Governments and Civil Society Organizations (CSOs) on ethical values produced	0.101	100.0	100	2.00	0.80	40.00	Funds were spent on trainings of Integrity Focal Persons in work ethics for 48 MDAs by DEI.
Promote advocacy, Social mobilization and Behavioral Change Communication for community development	Anti-Pornography Education and Apprehension of Offenders	0.429	100.0	100	1.00	0.15	15.00	Funds were spent on meetings for strategies for the elimination of pornography by DEI.
	Advocacy, sensitization and information management	1.475	72.2	100	3.00	1.90	87.70	Funds were spent on advertising and public relations during advocacy activities for the launch of World Population Day by NPC.
Average Output Performance							54.44	



Outcome Performance				
Outcome Indicator	Annual Target	Achieved	Score (%)	Remark
Level of participation in electoral processes (voter turnout)	75	55	58	
Percentage of people knowledgeable about Government programs and projects	90	60	67	
Average outcome performance			62.3	
Overall sub-programme performance			57.2	

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





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