



A HANDBOOK FOR IMPLEMENTATION OF
NDPIII GENDER AND EQUITY COMMITMENTS

COMMUNITY MOBILISATION AND MINDSET CHANGE PROGRAMME



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ACRONYMS AND ABBREVIATIONS

AYII	Area Yield Index Insurance
BFP	Budget Framework Paper
GEB	Gender and Equity Budgeting
GTF	Grain Trade Facility
LGs	Local Governments
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MPS	Ministerial Policy Statement
NDP	National Development Plan
NAADS	National Agricultural Advisory Services
PIAP	Programme Implementation Action Plan
PWDs	Persons With Disability
SPS	Sanitary and Phytosanitary Standards
SME	Small and Medium Enterprise
UDC	Uganda Development Corporation
UDB	Uganda Development Bank
OWC	Operation Wealth Creation
VCM	Village Committee Model

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FOREWORD

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in formulation of Budget Framework Papers and Ministerial Policy Statements. However, there are still issues of capacity to effectively achieve this objective. The last five consecutive assessments of compliance for Gender and Equity Budgeting, by the Equal Opportunities Commission revealed persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to the commitments in the National Development Plans.

A lot of effort was put into mainstreaming gender and equity commitments in the third National Development Plan (NDPIII). These were integrated at the strategic level, as well as in the 20 programmatic areas. In order to mobilise the MDAs and LGs to ensure effective implementation of the NDPIII gender and equity commitments, programmatic handbooks have been developed.

These Handbooks spell out the gender and equity issues under each programme; the proposed interventions in NDPIII, the related actions in the Programme Implementation Action Plan, and performance indicators. In addition, there are emerging gender and equity issues resulting from COVID-19 effects that were agreed on during the dialogue with all programme stakeholders.

I urge you to use this tool, to prioritise interventions that will foster inclusive growth and development which the country is pursuing.



Ramathan Ggoobi
Permanent Secretary/Secretary to the Treasury

KEY DEFINITIONS

Gender

Socially constructed roles and responsibilities assigned to men/women, girls/boys in a given culture or location.

Equity

Fairness and justice in the; treatment of individuals or groups of people; distribution of resources; provision of opportunities and services; and protection under the law. It takes into account, varying abilities/capacities, geographical disparities, demographical and social-economic differences.

Gender Issue

This is a state/condition/situation of inequality/imbalance between males and females because of gender roles; discrimination/neglect and/or marginalisation within society.

Equity Issue

Unfair and unjust situations put the lives of the vulnerable in dire poverty, limited access to services and a state of hopelessness.

Gender and Equity Responsive

This is the ability of an individual or agency to consider the needs of women, men, boys and girls in light of their age, disability, or geographical location and take appropriate action.

Gender and Equity Budgeting

Gender and Equity budgeting is an approach of allocating and utilising government resources and programs taking into consideration of the different needs, interests and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

Programme

A group of related interventions/outputs that are intended to achieve common outcomes within a specified timeframe.

Sub-programme

A group of related interventions/outputs contributing to a programme(s) outcomes at MDA level.

Programme Implementation Action Plan (PIAP)

A detailed description of the activities, targets and resources required to deliver a programme within a given timeframe. The PIAP operationalises the NDP III Programme and is it from the PIAPs that MDAs are expected to draw their strategic plans.

Indicators

This is a quantitative (calculable) or qualitative (perception) factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance.

Commitments

These are pledges/obligations to be fulfilled in terms of outputs and outcomes.

Interventions

These are actions to be undertaken to solve an identified problem/issue.



1.0 Introduction

This Handbook spells out the Gender and Equity issues as well as planned interventions/actions in the Community Mobilisation and Mindset Change Programme during the third National Development Plan (2020/21 to 2024/25) period.

1.1 Background

The Third National Development Plan (NDP III), comes at a time when Uganda, like the rest of the world, is confronted with the COVID-19 pandemic. Now more than ever, the slogan of the Sustainable Development Goals (SDGs) of leaving none behind is critical. Fairness of treatment to the needs of people in all walks of life is vital for development. Gender equity is required in all aspects of life including; education, health, nutrition, decent employment, access to economic assets and resources, political opportunities and freedom from coercion and violence for men and women, boys and girls and the elderly. Gender and equity are crucial to ensure that gender issues are integrated into all national policies, plans and programs for development.

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in the formulation of Budget Framework Paper and Ministerial Policy Statements. However, there are still issues of capacity to effectively achieve this objective. The Equal Opportunities Commission's last five consecutive assessments of Gender and Equity Budgeting (GEB) compliance of Budget Framework Papers and Ministerial Policy Statements revealed the persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to commitments in the National Development Plans.

Challenges and lessons from NDPI and NDP II¹, showed seven (7) persistent gender and equity sensitive concerns. These include:

- The large proportion of households still stuck in the subsistence economy,
- High cost of electricity,
- Persistent vulnerabilities and wide-regional disparities in attaining required poverty reduction targets,
- Low investment in social protection systems,
- The poor quality of education characterized by the low levels of literacy and numeracy, coupled with the high rate of school dropouts,
- High burden of disease amidst low functionality of health facilities, and
- Undernutrition among children and women remains high.

A lot of effort was made to mainstream the gender and equity commitments in NDPIII. These were integrated at the strategic level as well as 20 programmatic areas. There is a need to ensure effective implementation of these gender and equity commitments by MDAs and LGs.

¹These are listed in the NDPII background

1.2 Justification for the Handbook

To avoid the slow implementation of the gender and equity responsive interventions, this time round, there is a need to mobilise MDAs and LGs. This necessitates the development of a mobilisation tool. This Handbook, to facilitate the mobilisation, spells out the gender and equity issues; proposed interventions and performance indicators.

The Handbook will simplify the integration of gender and equity responsive interventions into the Budget Framework Papers and Ministerial Policy Statements. This will strengthen the capacity of MDAs and LGs that has been inadequate.

1.3 Intended Users of the Handbook

This Handbook is intended for officials involved in planning, budgeting and monitoring at Central and Local Government levels, however, it can also be used by other stakeholders.

1.3.1 Primary Users

The primary users of the Handbook are the Programme Leadership Committee; Programme Technical Committee; Programme Working Group and Programme Technical Working Group Sub-committees, specifically, decision-makers (Ministers, Permanent Secretaries, Directors, Commissioners, Programme/Project Managers). Technical officers and politicians in charge of planning, budgeting, implementation, monitoring and evaluation can also use this Handbook.

1.3.2 Secondary Users

These will include Civil Society Organisations, Researchers, Development Partners, Academia, Gender and Equity Trainers, plus Assessors.

2.0 How to use the Handbook

The Handbook shall be used in preparation of Budget Framework Papers for MDAs and Local Governments, and Ministerial Policy Statements for MDAs and Missions (table 1). The BFP and MPS are policy documents structured for both reporting and planning purposes. The users should ensure integration of gender and equity outcomes, interventions, outputs and their respective indicators across all the sections.

Users should clearly highlight how the intended target population has accessed, participated, benefited from the interventions as well as their disaggregation in terms of location - (rural, urban, hard-to-reach and hard-to-stay), equity - (children, youth, elderly, persons with disabilities, chronically sick and other vulnerable groups), gender - (women/girls, men/boys) and inclusiveness of the interventions. These parameters should also be given priority during annual and quarterly work plan development and reporting at all levels.

Table 1: How to use the Handbook during the Planning and Budgeting Process

No.	Section of the BFP	Section of MPS	Application of the Handbook	Example
1	Overview	Overview	Indicate desired gender and equity outcome, objectives, spent budget, medium-term allocations and projections	To empower families, communities and citizens to embrace national values and actively participate in sustainable development
2	Past Performance	Achievement at Half Year	<p>These should be drawn from the outcome performance indicators the change desired when gender and equity issues are addressed.</p> <p>Indicate the gender and equity issues among the key performance issues to be addressed by the sector. Select these from the list of gender and equity issues.</p> <p>Indicate whether any gender and equity issues were addressed in the previous financial year (FY).</p> <p>List the outputs derived from the interventions that you carried out. These can be picked from the gender and equity issues and proposed strategies/ interventions.</p>	<p>Outcome Increased household saving</p> <p>Outcome indicator Households participation in saving schemes (%)</p> <p>Outputs completed Village Savings and Loans Associations established</p> <p>Output indicator Households' participation in saving schemes (%)</p>
3	Medium Term Plans	Medium Term Plans	Indicate Medium-term plans by listing which interventions shall be carried out in accordance with the planning framework i.e. NDP III.	<p>Medium-term plans Increase in households' participation in saving schemes.</p>
4		Current Year Plans	Indicate key sector output and outcome performance indicators to show that gender and equity issues have been addressed	<p>Planned outputs 60 households benefitting from the saving schemes</p>
5	Outcome, intermediate outcome indicators	Outcome, intermediate outcome indicators		<p>Intermediate outcome Increased household saving</p> <p>Intermediate outcome indicator Increased household savings and investments</p>

3.0 Gender and Equity Responsiveness in the Community Mobilisation and Mindset Change Programme

Budgeting is the tool through which Government translates its priorities into public services. The government has also prioritised gender and equity as the best approach to inclusive national development and equitable distribution of resources, opportunities, and wealth. Therefore, Gender and Equity Planning and Budgeting is an approach of allocating and utilising resources taking into consideration the different needs, interests, and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

Community Mobilisation and Mindset Change is one of the 20 programmes of the NDP III and it operationalises objective (iv) i.e **“Enhance the productivity and social wellbeing of the population”**. The overall Programme Goal is: **To empower families, communities and citizens to embrace national values and actively participate in sustainable development.**

The programme seeks to address key challenges which include:

- i. General lack of responsibility and ownership of government programmes, a serious obstacle to development. This is attributed to low popularisation and domestication of development initiatives, programmes and policies to lower levels; in addition to passive, unproductive and a highly dependent population coupled with low literacy levels of citizens;
- ii. A dependency syndrome is widespread throughout the country and at all levels;
- iii. A high tendency among Ugandans to consider self-interest before anything;
- iv. The habit of leaving things undone, failure to keep deadlines, poor time management among others;
- v. Several behavioural barriers to the adoption of positive mindsets are cushioned by long years of social conditioning. This is demonstrated by harmful culture, beliefs and practices that promote stigma and discrimination, inability to live healthy and productive styles;
- vi. Participation of cultural and religious institutions in community development programmes has not engaged the population in meaningful productive activities to generate household income;
- vii. Duplication of the community mobilisation and empowerment efforts across sectors making it incoherent and disjointed. This contributes to lack of or limited coordination, ownership and sustainability for most public projects;
- viii. A weak community development structure has had a negative impact.

Most of these challenges are part of the gender and equity issues which when addressed shall improve the livelihood of Ugandans especially the vulnerable persons.

The objectives of the programme are to:

- i. Enhance effective mobilisation of citizens, families and communities for national development;
- ii. Strengthen institutional capacity of central, local government and non-state actors for effective mobilisation of communities;
- iii. Promote and inculcate the National Vision and value system, and
- iv. Reduce negative cultural practices and attitudes.

3.1 Gender and Equity Issues and their Responsive Interventions in the Community Mobilisation and Mindset Change Programme

This section elaborates the gender and equity (G&E) issues in Community Mobilisation and Mindset Change Programme and how they affect programming for inclusive development. It is intended to guide users to effectively implement gender and equity responsive interventions. Table two (2) highlights the gender and equity issues and their justifications, related interventions, outputs and corresponding actions in the Programme Implementation Action Plan (PIAP).

The gender and equity issues as well as justification are presented in accordance with the sub-programmes as follows:

- i) Community Sensitisation and Empowerment
- ii) Strengthening Institutional Support
- iii) Civic Education and Mindset Change

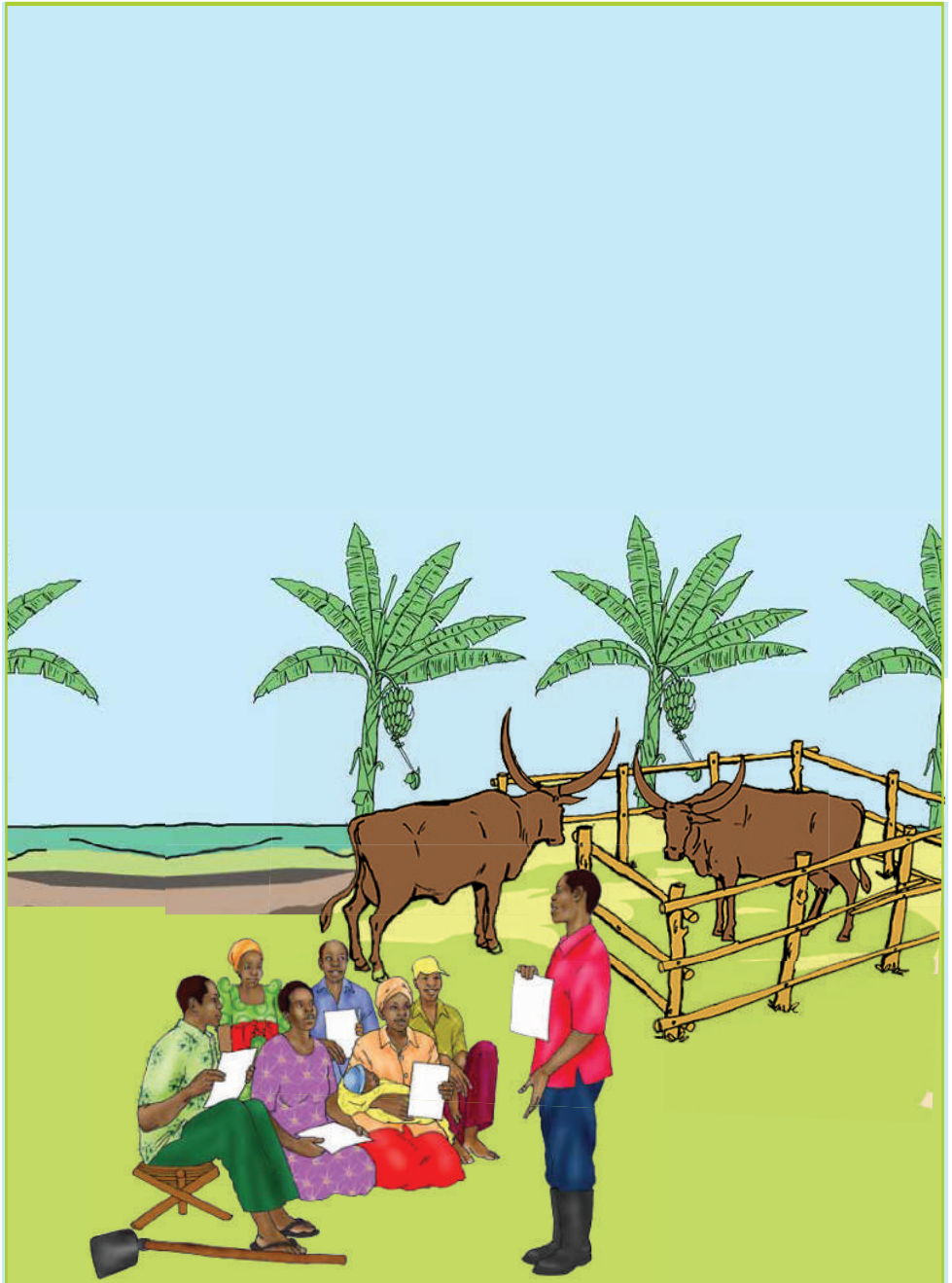


Table 2: Gender and Equity Issues and their Responsive Interventions in the NDP/III/PIAP

Sub-Programme	Gender and Equity issues	Justification /Impact of the Gender and Equity Issues	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
<p>Community Sensitisation and Empowerment</p>	<p>Limited engagement of communities, especially the vulnerable groups in development programmes</p>	<p>Limited community mobilisation and participation in development programmes at the parish level adversely affects community appreciation, ownership and control over the projects in the communities.</p>	<p>Review and implement a Comprehensive Community Mobilisation and Empowerment Strategy</p>	<p>CME Strategy reviewed and operationalised</p> <p>CME multi-sectoral task force constituted and operationalised</p>	<ul style="list-style-type: none"> Review and disseminate Community Mobilisation and Empowerment (CME) Strategy. Capacity building on the CME Strategy for National and LG staff (Agriculture Extension, Vet Officers, Health Inspectors, CDOs, Commercial Officers, Education officers, Supervisors of Works, OWC staff, etc). Using the Parish Model design and implement activities aimed at promoting awareness and participation in existing government programmes. This includes disseminating government policies, strategies & guidelines (health, education, water, energy, infrastructure, social development)
	<p>Limited partnerships with existing community structures that reach out to the most vulnerable groups making it difficult to exploit gains of direct access to individuals and communities at household level. These structures are more knowledgeable about the concerns of their communities and are committed to improving their standard of living. Inadequate information on social-economic development to</p>		<p>Community Mobilisation and programmes undertaken</p> <p>Citizens feedback foras organised (Community Barrazas)</p>	<p>Identify and partner with socio-economic change agents per district to power the national development & transformation agenda. In addition promote peer to peer conversations which includes sharing lessons based on social norms, culture, religion etc,</p>	
			<p>National Communication Strategy on socio-</p>	<ul style="list-style-type: none"> Develop and implement a National Communication Strategy on socio- 	

Sub-Programme	Gender and Equity issues	Justification /Impact of the Gender and Equity Issues	Interventions in the NDPIII	Outputs in the PIAP	Corresponding Actions in the PIAP
	<p>enhance community participation in development processes to empower citizens monitor and hold government accountable on effective delivery of services to improve household incomes.</p> <p>Limited awareness of human rights for the most vulnerable in the development process.</p> <p>Increasing marginalisation and discrimination</p>	<p>enhance community participation in development processes to empower citizens monitor and hold government accountable on effective delivery of services to improve household incomes.</p> <p>Inadequate awareness about the human rights-based approach to programming in the development agenda to analyze the practical and strategic needs and interests of the most marginalised /vulnerable groups based on gender, age, disability, economic and social status, location/disaster-prone, conflict/displaced and chronically sick. The analysis contributes to proper planning with appropriate interventions for the participation of vulnerable groups in the development agenda.</p> <p>Absence of a properly articulated common national ideology around a common goal and value system to instil values such as patriotism, work ethics, integrity, positive attitudes and mindsets. National ethical values contribute to an</p>	<p>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</p>	<p>economic development implemented</p>	<p>economic development. This includes communicating laws, policies, strategies, guidelines, initiatives.</p> <ul style="list-style-type: none"> Establish feedback mechanism to capture public views on Government performance and enhance citizen participation in the development process
				<p>Public awareness campaign created on equal opportunities</p> <p>State and non-state actors mobilised for a positive response towards the needs and interests of marginalised/vulnerable individuals and groups</p>	<ul style="list-style-type: none"> Conduct public awareness campaigns (including dialogues/debates) on the need to promote equal opportunities for inclusive development Organise dialogues/debates to mobilise state and non-state actors for a positive response towards the needs and interests of marginalised/vulnerable individuals and groups
				<p>National Ethical Values integrated into the development and implementation of the National Civic Education Program</p>	<ul style="list-style-type: none"> Develop & implement the Civic Education Program Support the District Integrity Promotion Forums to promote the ethical values & integrity

Sub-Programme	Gender and Equity issues	Justification /Impact of the Gender and Equity Issues	Interventions in the NDP/II	Outputs in the PIAP	Corresponding Actions in the PIAP
Strengthening Institutional Support	Inadequate market for art and craft items	<p>empowered society with a strengthened sense of responsibility and ownership to hold government accountable to the development programs in the communities.</p> <p>Limited civic education on registration and related government services, leading to negative consequences for those ignorant of the law. E.g unregistered marriage relationships (cohabitation) are not recognised, which affects efforts of individual contribution for especially the women who are often humiliated, discriminated against and harassed when the relationship fails to work.</p>	Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation	<p>Media, communication and publicity support provided.</p> <p>Comprehensive communication strategy on registration services developed and implemented.</p> <p>Public legal sensitisations conducted.</p> <p>IEC materials on the different laws produced and disseminated.</p> <p>Vehicles for public sensitisation and judicial education procured.</p>	<ul style="list-style-type: none"> Develop and implement a comprehensive communication strategy on registration services Produce and disseminate IEC materials Procure vehicles for conducting public sensitisation, judicial education and dissemination of IEC materials <p>Facilitate the establishment of the art & craft market</p>
		<p>The exploitation of artisans especially women, youth and persons with disabilities (PWDs) by middlemen due to limited coverage of the art and craft markets mainly located in urban areas and border points, making them not easily accessible.</p> <p>Non-existence of digital platforms to create an online network for export of Ugandan cultural goods and services especially for the illiterate with</p>		<p>Arts & crafts markets established countrywide</p> <p>International networks for export for cultural goods & services established</p>	<ul style="list-style-type: none"> Establish digital platforms for marketing Ugandan cultural goods & services Build creative capacity of artists

Sub-Programme	Gender and Equity issues	Justification /Impact of the Gender and Equity Issues	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	<p>limited exposure. Appropriate tailor-made digital trainings enable the producers to gain the necessary knowledge and skills to engage in the online art and craft market.</p> <p>In addition, skilling in the business and creativity of artists and cultural practitioners enhances the capacity to produce unique and quality products for the market.</p>	<p>limited exposure. Appropriate tailor-made digital trainings enable the producers to gain the necessary knowledge and skills to engage in the online art and craft market.</p> <p>In addition, skilling in the business and creativity of artists and cultural practitioners enhances the capacity to produce unique and quality products for the market.</p>		<p>Business skilling/capacity-building programs for cultural practitioners implemented</p> <p>Artist and community cultural training programmes developed</p>	<ul style="list-style-type: none"> Conduct business skills development programs for different types of cultural practitioners
	<p>Limited information and data on creative and cultural industries</p>	<p>Inadequate information about existing talents and skills of the creative and cultural industries limits exploitation and development of the available potential to boost cultural tourism across regions and also support the high unemployment rates, especially among the youth.</p>		<p>Creative and cultural industries studies conducted</p> <p>Local film industry strengthened</p>	<p>Conduct studies on the development potential of creative and cultural industries</p>
	<p>Limited knowledge on Intellectual Property rights by stakeholders in the culture and creative industry</p>	<p>Exploitation of local artists especially poor upcoming artists (the illiterate, youth, women, PWDs) whose products are used without their consent. They miss out on payments of the required percentage for use of their creations.</p>		<p>Local artists, musicians, community mobilisation organizations sensitised on IP Rights in the Culture and Creative industry</p>	<p>Conduct awareness on Intellectual Property (IP) rights to stakeholders in the culture and creative industry</p>
	<p>Limited engagement with the diaspora community</p>	<p>Limited interaction between embassies and the diaspora community affects the proper</p>	<p>Develop a policy on diaspora engagement</p>	<p>Ask Your Government platform strengthened for</p>	<p>Interact and inspire the diaspora community on development opportunities</p>

Sub-Programme	Gender and Equity issues	Justification /Impact of the Gender and Equity Issues	Interventions in the NDPIII	Outputs in the PIAP	Corresponding Actions in the PIAP
		<p>Identification of opportunities and contributions for inclusion in the development processes to support community empowerment and improved household incomes.</p>		<p>active engagement with the diaspora community</p>	
	<p>Low household income</p>	<p>Increased poverty and vulnerability coupled with unequal power relations at the household level affects independent decision making, leading to exploitation of the vulnerable groups (women, unemployed youth and PWDs) creating a dependency syndrome.</p>	<p>Implement the 15 Household Model for social-economic empowerment</p>	<p>Village Savings and Loans Associations established Village Cluster HH Model expanded Livelihood Refugee Integrated Plan implemented</p>	<ul style="list-style-type: none"> Design and implement a program aimed at promoting household engagement in improving H/H Income Design and implement the VCM (carry out the needs assessment, develop actions plans, and training) on identified 5 investments e.g water point, a road, agricultural inputs, livelihood support, coffee huller) Mobilise and train refugees in livelihood activities
	<p>Limited community engagement</p>	<p>Limited community mobilisation at parish and lower levels to deliver targeted services to the most vulnerable and marginalised groups affects the level of empowerment to enhance improved household income. Increased participation in development programs creates and contributes to sustainable development.</p>	<p>Equip and operationalise Community Mobilisation and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilisation as a hub/ one-stop centre for integrated service delivery</p>	<p>CDOs and parish chiefs retrofitted Integrated Community Learning for Wealth Creation rolled out Themed wealth creation events</p>	<ul style="list-style-type: none"> Using the Parish Model, train & equip Community Development Officers and Parish Chiefs to revitalise the Community Development function and structures to deliver services Using the Parish model, rollout the Integrated Community Learning for wealth creation programme nationally Organise themed events across the country to mobilise communities on wealth creation Establish Community Development Centres at the sub-county level
		<p>Diapidated and lacking community mobilisation</p>		<p>Regional Rural Training Centers renovated and</p>	

Sub-Programme	Gender and Equity issues	Justification /Impact of the Gender and Equity Issues	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
		<p>infrastructure at the local government levels affect mobilisation and limits participation in development programs. Strengthened community development infrastructure supports the effective mobilisation of the locals to engage in meaningful productive activities to generate household income.</p> <p>Non-operational district communication offices affect community mobilisation and limit information sharing to guide planning in prioritising the concerns of areas and groups lagging.</p> <p>The ill-equipped RDCs' offices limits the support offered to mobilisation of communities especially the vulnerable and disadvantaged to participate in development programs.</p> <p>Limited access to information affects support to guide planning and resource allocation to the most disadvantaged areas and people. The existence of functional libraries widens the knowledge and information base for better analysis of community problems.</p>		<p>equipped Community Development Centres constructed</p> <p>District communication offices facilitated with communication tools</p> <p>The role of RDCs strengthened in the mobilisation of communities to engage in National Development</p> <p>Public Libraries established and equipped</p> <p>Legal and regulatory framework for library and information service reviewed</p> <p>Functional Open Access Centers in Public libraries</p>	<ul style="list-style-type: none"> Renovate and equip dilapidated Regional Rural Training Centers <p>Procure computers, voice recorders and cameras for district communication offices</p> <p>Equip the RDCs</p> <ul style="list-style-type: none"> Establish and equip Public libraries Establish and equip Open Access Centers (Digital services) in Public libraries Review the Legal and regulatory framework for library and information services

Sub-Programme	Gender and Equity issues	Justification /Impact of the Gender and Equity Issues	Interventions in the NDPIII	Outputs in the PIAP	Corresponding Actions in the PIAP
		<p>Limited engagement of the different categories of art and culture affects sharing and appreciation of the diversity of art and culture for united advocacy towards protection and preservation to promote tourism.</p> <p>Limited information on the implementation of community development initiatives affects delivery of services to the beneficiaries especially the most vulnerable and requires updated data through the CDMIS to guide planning, resource allocation and assessment of programs.</p> <p>Limited coordination with cultural, religious and other non-state actors affects mobilisation and participation of communities in development initiatives. The Religious and Faith Organisations (RFOs) are well placed to mobilise and deliver services to households using their elaborate structures and knowledgeable about the concerns of communities</p>	<p>Establish and operationalise Community Development Management Information System (CDMIS) at Parish and Sub-county level</p> <p>Institutionalise cultural, religious and other non-state actors in community development initiatives</p>	<p>District Art and Culture committees established</p> <p>Intellectual Property and Traditional Knowledge Rights Laws reviewed</p> <p>A Culture Statistic framework established</p> <p>One-stop ART and Culture Centre established</p> <p>CDMIS established and operationalised</p> <p>Participation of Religious and Faith Organisations (RFOs) participation in Community and National Development coordinated</p> <p>A framework in place to partner with RFOs and other non-state actors to support development initiatives</p> <p>RFO database for collaboration between</p>	<ul style="list-style-type: none"> • Institutionalise the District Art and Culture Committees • Review the existing laws on Intellectual Property and Traditional Knowledge. • Establish a national culture statistics framework • Construct and equip the One-stop art and Culture Centre <p>Design and put in place a CDMIS to monitor community development initiatives</p> <ul style="list-style-type: none"> • Coordinate Religious and Faith Organisations (RFOs) participation in Community and National Development • Develop a framework for RFOs to mainstream spirituality for mindset change among the populace for the development • Develop, manage /operationalise RFO database for collaboration between government and RFOs

Sub-Programme	Gender and Equity issues	Justification /Impact of the Gender and Equity Issues especially the most vulnerable groups	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
Civic Education & Mindset Change	Unexploited talent potential for children and youth	Unexploited/un tapped potential for cultural tourism affects the realisation of individual potential especially the unemployed youth and limits cash flow from the tourism industry	Develop and implement a national service program	<p>government and RFOs developed</p> <ul style="list-style-type: none"> National Art and regional cultural events organised and promoted Partnerships with cultural partners developed A National Arts Council established 	<ul style="list-style-type: none"> Conduct regular ethnocultural exchanges through events such as cultural festivals, performances, forum and exhibitions, especially among artists and youths Promote cultural diplomacy and heritage tourism Establish & operationalise a National Arts Council
	Limited knowledge among the communities about national ethical values	The limited engagement of stakeholders including religious and faith organisations, family structure and education intuitions affects taking advantage of existing structures and their expertise to instill and nurture national ethical values for a mindset change to communities.	Develop and/or operationalise a system for inculcating ethical standards in the formal, informal and all communities	<ul style="list-style-type: none"> National Ethical Values inculcated in community popularised Integration of values of the culture in school curriculums and other education programmes up to the tertiary level conducted National Ethical Values integrated into the education institutions 	<ul style="list-style-type: none"> Register and support talent academies Organise the National MDD and Visual Arts Competitions Develop platform for recognition, tapping and rewarding cultural industry <ul style="list-style-type: none"> Inculcate National Ethical Values in the community (through Religious and Faith Organisations (RFOs), family structure in collaboration with MGLSD Conduct integration of values of the culture in school curriculums and other education programmes up to the tertiary level Integrate the National Ethical Values into the education institutions

Sub-Programme	Gender and Equity Issues	Justification /Impact of the Gender and Equity Issues	Interventions in the NDP/II	Outputs in the PIAP	Corresponding Actions in the PIAP
	<p>Weak enforcement of laws enacted against negative and /or harmful religious, traditional and cultural practices and beliefs</p>	<p>Limited knowledge on existing laws and policies against negative and/or harmful religious traditional and cultural practices and beliefs affects enforcement to support attitudinal change, a process that requires intensified campaigns and takes time to achieve.</p>	<p>Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs</p>	<ul style="list-style-type: none"> Capacity of state and non-state actors to enforce laws enacted against negative and/or harmful religious, traditional and cultural practices and beliefs Cultural Institutions supported Conduct public awareness about laws enacted against harmful traditional practices 	<ul style="list-style-type: none"> Train state and non-state actors to enforce laws and implement policies against negative and/or harmful religious, traditional and cultural practices and beliefs such as Anti-Fornography, FGM, GBV, Child marriages, among others Public awareness about laws enacted against harmful traditional practices conducted Support cultural Institutions to mobilise communities for development
	<p>Limited information on the diverse cultural heritage in communities</p>	<p>Inadequate documented knowledge and information affects the preservation and education of the cultural heritage of institutions to promote local tourism.</p>		<ul style="list-style-type: none"> Research and documentation of the intangible cultural heritage undertaken Heritage Programme designed and implemented. Media programmes on cultural heritage promotion established. Uganda represented at various regional and international cultural programmes (EAC, AU, UNESCO) 	<ul style="list-style-type: none"> Conduct research and documentation of the intangible heritage Develop and implement Heritage Education Programme Establish Media programmes that promote Uganda's cultural heritage and diversity (documentaries, talk shows, supplements, etc). Strengthen collaboration with regional/ international networks, in cultural heritage promotion and development
				<ul style="list-style-type: none"> National Standard for Gazetting Cultural Sites developed Cultural sites gazetted 	<ul style="list-style-type: none"> Develop a National Standard for gazetting cultural sites Conduct national profiling of existing cultural sites for gazetting. Provide support to cultural institutions to develop and

Sub-Programme	Gender and Equity issues	Justification /Impact of the Gender and Equity issues	Interventions in the NDPIII	Outputs in the PIAP	Corresponding Actions in the PIAP
	<p>Limited engagement of stakeholders (policymakers, religious and cultural leaders) on population and development</p>	<p>Limited knowledge on population and development policy implementation and adherence. E.g the importance of producing an adequate number of children to manage also supports the health of a mother.</p>	<p>Promote advocacy, social mobilisation and behavioural change communication for community development</p>	<ul style="list-style-type: none"> Gazetted cultural sites developed and maintained Advocacy & Communication strategy disseminated & implemented Population and Communication 	<p>maintain gazetted cultural sites countrywide</p> <ul style="list-style-type: none"> Conduct national and regional dialogues for policymakers, religious & cultural leaders on population & development Operationalise the population programme communication and advocacy strategy
	<p>Increased teenage pregnancy, female genital mutilation (FGM), gender-based violence (GBV), malnutrition and other harmful practices</p>	<p>Harmful cultural practices are still rampant and a major hindrance to national development e.g. increased school dropouts due to teenage pregnancy, loss of confidence and self-esteem due to GBV affects production. Increased advocacy in partnership with existing community structures that reach the households would contribute to the abandonment of harmful traditional practices.</p>		<ul style="list-style-type: none"> Capacity of Community-Based structures built Relevant policies and Strategies on reducing negative cultural practices developed Guidelines popularised 	<ul style="list-style-type: none"> Roll out a national campaign to reduce teenage pregnancy, FGM, GBV, malnutrition & other harmful practices Review and develop appropriate policies and strategies, aimed at reducing negative cultural practices and attitudes Popularise guidelines on prevention and management of teenage pregnancies Build Capacity of Community Based structures (FAL groups, PDCs, Community Own Resource Persons, and Community Based informal groups to trigger and deliver community-based advocacy, social mobilisation and behavioural change communication on nutrition interventions
	<p>Limited awareness on marriage registration</p>	<p>Increased exploitation of individuals due to lack of</p>		<p>TV & radio programmes broadcasted on marriage</p>	<p>Conduct awareness campaigns on marriage registration (cultural,</p>

Sub-Programme	Gender and Equity issues	Justification /Impact of the Gender and Equity Issues	Interventions in the NDPIII	Outputs in the PIAP	Corresponding Actions in the PIAP
		<p>awareness about the importance of marriage registration (cultural, religious & civil) and licensing places of worship affects the promotion of human rights and effective participation in development processes.</p> <p>Increased harassment of informal traders affects the development of business enterprises as a result of regular high losses and continued persistent poverty.</p>		<p>registration (cultural, religious & civil) and licensing places of worship</p> <ul style="list-style-type: none"> • Youths, women, PWDs, Older persons sensitised on business formalisation • Blind, the deaf, elderly persons sensitised on business, chattels, civil, intellectual property, insolvency registration services • Social impact assessments conducted and plans implemented 	<p>religious & civil) and licensing places of worship</p> <ul style="list-style-type: none"> • Conduct awareness campaigns on the formalisation of businesses and enterprises for vulnerable groups (youth, women, PWDs, Older Persons) • Design and make use of promotional materials for business, chattels, civil, intellectual property, insolvency registration tailored towards targeted interest groups (blind, the deaf, elderly) • Implement social safeguards for infrastructure development projects
	Extinction of indigenous languages	Limited use of indigenous languages at household level where the use of English, a foreign language has dominated the medium of communication. This has affected quick learning of basic norms and values especially at the stage of early childhood development that lays a foundation for future learning and appreciation of culture.		Strategy operationalised Indigenous languages taught and promoted	<ul style="list-style-type: none"> • Mainstream the development of indigenous languages and Swahili in higher institutions of learning



4.0 Programme Gender and Equity Performance Assessment

The Community Mobilisation and Mindset Change Programme aims at achieving several outcomes, namely;

- i. Informed and active citizenry and uptake of development interventions,
- ii. Increased household saving
- iii. investment in family and parenting agenda
- iv. Increased participation of the diaspora community in development processes
- v. Empowered communities for participation in the development process
- vi. Improved morals, positive mindsets, attitudes and patriotism
- vii. Increased accountability and transparency
- viii. Kiswahili as an official language in Uganda promoted
- ix. Enhanced social cohesion and participation in cultural life

These outcomes are gender and equity responsive and are measured for five (5) years of the NDP III against their respective indicators;

- i. Percentage of households participating in public development initiatives 62 (2020) to 80 (2025)
- ii. The proportion of the population informed about national programmes 50 (2020) to (90)
- iii. Adult literacy rate (%) 70.2 2020 to 78 2025 male 79.1 (2020) to 85 (2025), female 62(2020) to 80(2025)
- iv. Households participation in saving schemes (%) 10 (2020) to 60(2025)
- v. The proportion of population accessing the minimum family care package (0) to 30 (2025)
- vi. Ratio of diaspora remittances to GDP (5) to 15(2025)
- vii. Ratio of diaspora remittances to GDP (1.5) to (1.8)
- viii. % of vulnerable and marginalized persons empowered 1.5 (2020) to 10(2020)
- ix. Staffing levels for national guidance and community mobilisation
- x. Staffing levels for national guidance and community mobilisation central 84 (2020) to 94, LG level 86 (2020) to 96 (2020)
- xi. Level of satisfaction with public service delivery 50 (2020) to 90 (2025)

The three (3) indicates the gender and equity output performance indicators and their respective targets for the five years of the NDP III programme implementation.

Table 3: Selected Gender and Equity Output Performance Indicators

Sub-Programme	Objective	Interventions	Outputs	Indicators	Baseline					
					2017/18	2020/21	2021/22	2022/23	2023/24	2024/25
Community Sensitisation and Empowerment Strengthening	Enhance effective mobilisation of families, communities and citizens for national development	Informed and active citizenry and uptake of development interventions	Community mobilisation and campaign programmes undertaken	Percentage of Households participating in public development initiatives	62	68	72	75	80	
			A framework in place to partner with RFOs and other non-state actors to support development initiatives							
			Participation of Religious and Faith Organisations (RFOs) participation in Community and National Development	Proportion of the population informed about national programmes	30	60	70	80	90	
			Village Savings and Loans Associations established	Households participation in a saving scheme (%)	10	30	40	50	60	
		Increased household saving	Village Cluster HH Model Expanded							
		Increased investment in family and parenting agenda	Population and Communication	Proportion of population accessing the minimum family care package	0	2	5	8	15	30
		Increased participation of the diaspora	Ask Your Government platform strengthened for	Ratio of diaspora remittances to GDP	5	6	8	10	12	15

Sub-Programme	Objective	Interventions	Outputs	Indicators	Baseline	Targets (Financial Year)				
						2020/21	2021/22	2022/23	2023/24	2024/25
		community in development processes	active engagement with the diaspora community	Value of diaspora investment (USD)	1.3	1.3	1.4	1.6	1.7	1.8
Strengthening Institutional Support	Strengthen institutional capacity of central, local government and nonstate actors for effective mobilization of communities	Proportion of population practising negative cultural practices	State and non-State actors mobilised for a positive response towards the needs and interests of marginalised/vulnerable individuals and groups	% of vulnerable and marginalised persons empowered	1.5	2.6	3.7	5.2	7.8	10
			CDOs and parish chiefs retrofitted	Staffing levels for national guidance and community mobilisation functions at all levels	84	86	88	90	92	94
Civic Education and Mindset Change	Reduce negative cultural practices and attitudes	Enhanced social cohesion and participation in cultural life	Capacity of state and non-state actors to enforce laws enacted against negative and/or harmful religious, traditional and cultural practices and beliefs	Proportion of population practising negative cultural practices	86	88	90	92	94	96
					0	0	0	0	0	0

5.0 Emerging issues

During the dialogue held with stakeholders in the Community Mobilisation and Mindset Change Programme, the following were the emerging issues for consideration during the midterm review of the National Development Plan (NDPIII) 2020/21 to 2024/25 and NDPIV.

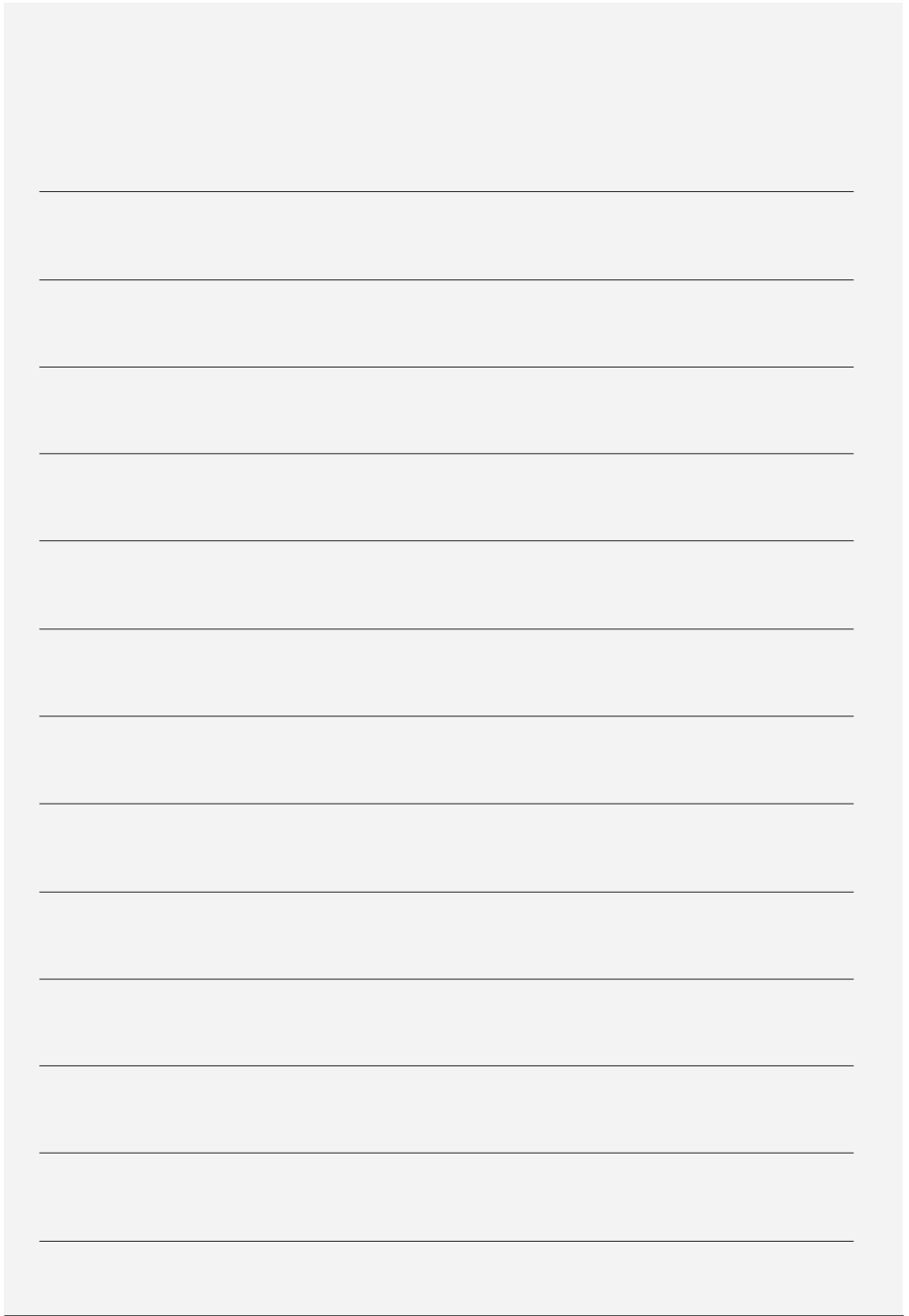
- Mindset change should start at the individual level then cascade to the community, Local and Central Government.
- This programme should embrace digital connectivity to promote community mobilisation and mindset change.
- The PIAP does not clearly highlight interventions for other vulnerable groups like male youths, instead focusing on teenage pregnancies and early marriages.
- The COVID-19 pandemic has increased vulnerability especially for boys who have adopted drug/alcohol abuse, and engaged in child labour. The pandemic has also reduced social economic empowerment.

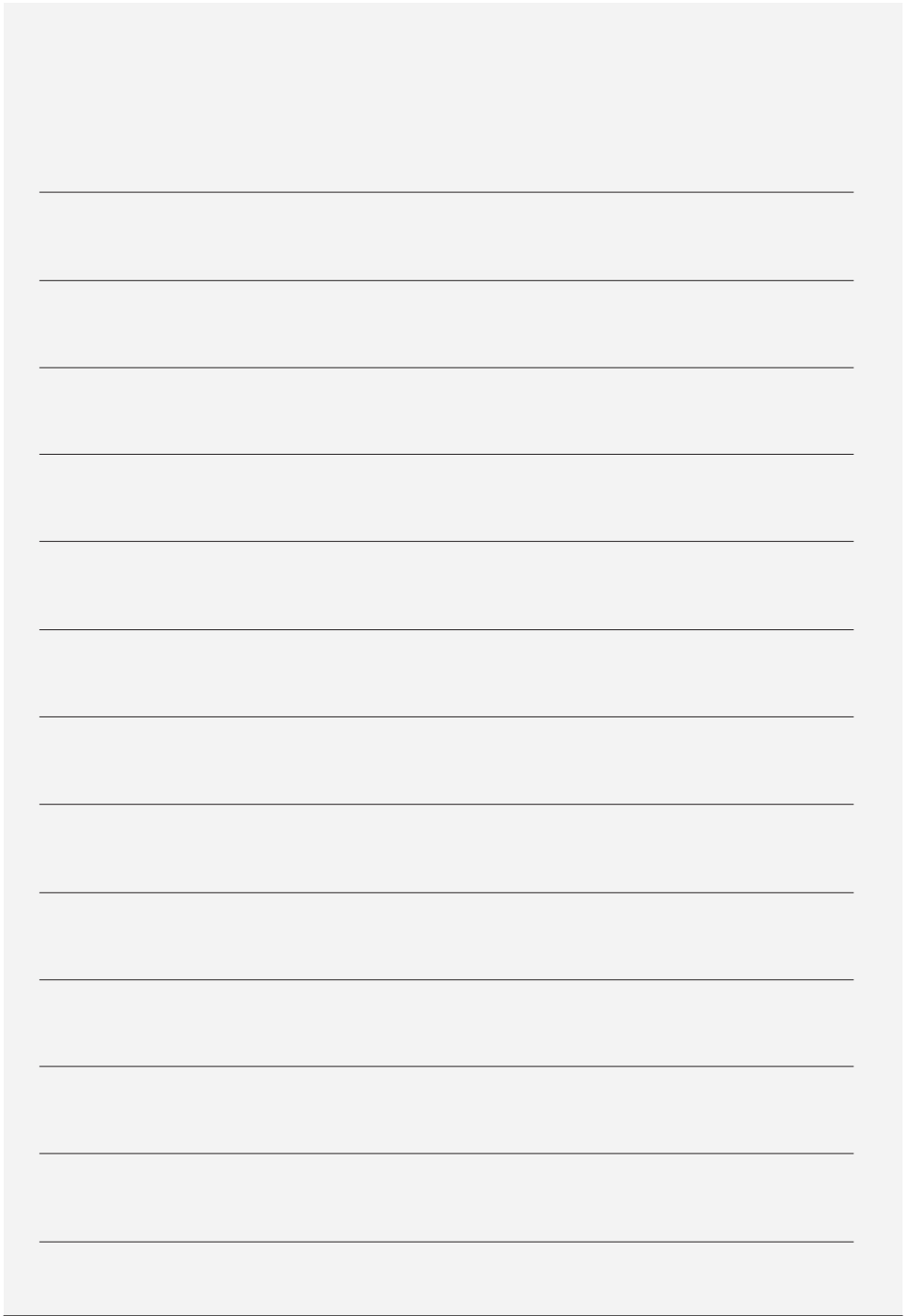
Proposed interventions to be considered during the review of the NDP III and its corresponding PIAPs

- Increase budget allocations to mindset interventions and actions.
- Consider actions to counter the COVID-19 effects including the unbecoming behavior like moral decadency, laziness, alcohol/drug abuse among male youths.
- Design and implement specific GBV and high dependency syndrome interventions targeting vulnerable groups including child labour victims.
- Increase customised (youth, older persons, PWDs) digital actions for continuous engagement of communities for community empowerment and mindset change.
- Strengthen the District Information Offices through capacity building and training for better delivery of services.
- Empower District Community Development and Communication Officers with necessary tools, media space to sensitise the masses.

References

1. NDP III 2020/2021 to 2024/2025
2. NDP III 2020/2021 to 2024/2025 Results Matrix
3. Community Mobilisation and Mindset Change PIAP
4. NDP III Gender and Equity Commitments
5. Gender and Equity Compact for the Ministry of Public Service & Public Service Commission 2016/2017-2019/2020
6. Ministry of Public Service, Guidelines for Mainstreaming Gender in Human Resource Management in the Public Service
7. Ministry of Finance, Planning & Economic Development Guidelines for Gender Mainstreaming
8. Gender and Equity Compact for the Public Management Sector





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