



COMMUNITY MOBILISATION AND MINDSET CHANGE PROGRAMME

Annual Budget Monitoring Report

Financial Year 2023/24

October 2024

Budget Monitoring and Accountability Unit
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ABBREVIATIONS AND ACRONYMS

ATC	American Tower Corporation
CDO	Community Development Officer
CIG	Community Interest Group
CME	Community Mobilisation and Empowerment
CMMC	Community Mobilisation and Mindset Change Programme
CMOs	Collective Management Organizations
CLC	Community Learning Centre
CPMC	Community Project Management Committee
CWC	Community Watershed Committee
DLGs	District Local Governments
DRDIP	Development Response to Displacement Impacts Project
DRMS	Domestic Revenue Mobilisation Strategy
EOC	Equal Opportunities Commission
FY	Financial Year
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
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
RIA	Regulatory Impact Assessment
SACCOs	Savings and Credit Cooperatives
URSB	Uganda Registration Service Bureau



FOREWORD

At the start of the Financial Year 2023/24, the Government of Uganda outlined strategies to restore the economy back to the medium -term growth path and improve competitiveness. The strategic interventions that were prioritized under various programmes included: roads under Integrated Transport; electricity under the Sustainable Energy Development; irrigation under Agro-Industrialization; Industrial parks under Manufacturing; support to medical schools and science-based research and development under Human Capital Development; as well as oil and gas among others.

Annual programme assessments have been made, and it has been established that performance was fairly good. This implies that programmes are on track, but with a lot of improvements required. To that effect, I urge you to critically review the findings of the performance reports with a view to improving effectiveness in implementation of activities going forward. These monitoring findings form a very important building block upon which programmes can commence the reflective exercises.

The government has embarked on the 10-fold growth strategy that demands for enhanced efficiency and effectiveness within programmes. We cannot afford to have fair performance scores hence forth, as this will jeopardize the prospects of doubling the economic growth rates in the medium term.

Ramathan Ggoobi

Permanent Secretary/ Secretary to the Treasury



EXECUTIVE SUMMARY

The Community Mobilisation and Mindset Change (CMMC) Programme aims to empower citizens, families, and communities for increased responsibility and effective participation in sustainable National development. This report presents findings of an assessment conducted on the programme's interventions within the three sub-programs of: Community Sensitization and Empowerment; Strengthening Institutional Support; and Civic Education and Mindset Change, for the period 1st July, 2023 to 30th June, 2024

Overall Programme Performance

The Community Mobilisation and Mindset Change annual programme performance was fair at 57%. The intermediate outcome indicators assessed, posted the following scores: The proportion of households participating in development initiatives was at 6% against 20%, The proportion of the population informed about National programmes achieved 70% against 63%, vulnerable and marginalized persons empowered achieved 5.2% against 40%.

Financial Performance

The approved CMMC Programme budget for the financial year (FY) 2023/24 was Ug shs 36.264 billion (bn), which was revised upwards to Ug shs 51.499 bn. By 30 June 2024, Ug shs 48.868bn (95% of the approved budget) was released, and Ug shs 47.152bn (96%) was spent. Both release and absorption were very good.

The Performance of the Community Sensitization and Empowerment Sub-Programme

The subprogramme objective is to enhance public awareness and empower communities to take an active role in national development. Overall, the subprogramme's performance was 57%. There was successful implementation of the reviewed community mobilisation and empowerment strategy. This initiative was specifically designed to address critical challenges in community mobilisation that impact the implementation of programmes outlined in the National Development Plan (NDP III).

The strategy increased civic engagements and local governance participation in Mbarara and Bushenyi districts. In Kiryandongo district, the strategy was effective in empowering women and the youth through targeted interventions such as vocational training and access to government funds, youth groups established small businesses. In the districts of Hoima and Wakiso the Community mobilisation and Empowerment Strategy (CMEs) was implemented in close coordination with LGs leading to better alignment of community mobilisation efforts with local development plans.

The Ministry of Gender, Labour and Social Development (MGLSD) trained 635 Community Development Officers (CDOs) and 437 special interest groups in participatory planning and visioning across the 48 Local Governments. notably in Local Governments such as Luweero, Mbarara, Gulu, Nwoya, and Kiryandongo. Post-training evaluations indicated that there was a significant increase in participants understanding of participatory planning principles. Communities in districts like Lira developed comprehensive community action plans based on participatory planning principles. However, the community's ability to implement the action plans was constrained by limited funding.

The Equal Opportunities Commission (EOC), conducted awareness campaigns in various districts including Gulu and Kasese. These campaigns reached over 10,000 individuals educating them on gender equality and the rights of persons with disabilities. The awareness campaigns resulted into



a 60% increase in community knowledge about equal opportunities in rights among marginalised groups.

The Uganda Registration Services Bureau (URSB) developed a comprehensive communication strategy on registration services. The main objective was to increase public awareness of URSB services and processes. The URSB launched a series of public awareness campaigns using radio, television and social media to inform the public about its services. The surveys conducted after the campaigns indicated a 40% increase in public awareness regarding URSB and their benefits. Budgetary constraints impacted the scale and reach of awareness campaigns.

The Uganda National Cultural Centre (UNCC) showcased a proactive and innovative approach in its initiatives, surpassing the planned targets in key areas by successfully developing an Art & crafts digital platform. The digital platform objective was to enhance cultural engagement and promote Uganda's heritage. The digital platforms provided local artists with a stage to show their work, increased visibility through online exhibitions and social media leading to new opportunities including collaborations and commissions.

The primary objective of Village Savings and Loan Associations (VSLA) was to facilitate access to financial serviced for low-income households and encourage savings behaviour among community members.

By 30th June 2024, over 50,000 households across various districts had joined VSLA. This represents a significant increase in financial inclusion. Households reported an average savings increase of 30% within the first year of joining a VSLA, thus allowing members to save collectively and access funds for emergencies and investments. Approximately 70% of VSLA members were women.

The Development Response to Displacement Impacts Project (DRDIP), initiated by the Office of the Prime Minister (OPM), made notable advancements in enhancing the lives of beneficiaries across 15 refugee settlements.

The vocational training initiatives resulted in a 35% increase in self-employment rates e.g. in Kiryandongo district, many trained individuals launched small businesses. The training facilitated formation of saving groups such as Panyadoli women's saving group. The establishment of small enterprises among the youth and women led to job creation within the settlements and reducing dependency on aid.

The Ministry of Gender, Labour and Social Development (MGLSD) launched the Integrated Community Learning for Wealth Creation (ICOLEW) project, the project positively impacted the livelihood of over 1, 500 individuals with beneficiaries reporting increased income and improved living and increased decision-making power within household conditions. The project significantly empowered women and the youth with over 60% women. This empowerment has led to greater participation in economic activities.

The Ministry of Information, Communication Technology and National Guidance (MOICT NG) provided media and communication support for various events, including the International Women's Day, the Intellectual Property Clinic for female innovators, the U-J Connect project, the 2024 National Population and Housing Census, the 2024 International Labour Day celebrations, the 2024 National Heroes Day, and the 2024 Day of the African Child celebrations, along with activities for Manifesto Week and National Budget Month. This initiative resulted in a solid foundation for future programs and fostered a more informed and engaged populace.



Strengthening Institutional Support Sub-Programme

The performance of the subprogram was poor, achieving only 48%. This was partly due to planned outputs not aligning with the intervention.

The Ministry of Gender, Labour and Social Development (MGLSD) disseminated the National Family Policy and a Training Manual on Parenting across 80 local governments (districts, cities, and municipalities). This initiative aimed to enhance positive parenting practices, and it was successfully operationalized in 34 local governments, leading to increased awareness and adoption of these practices.

However, only two out of the planned 137 public libraries were established. In the second quarter of FY 2023/24, the American Tower Corporation (ATC) made significant contributions by renovating and supporting eight public libraries located in Mbarara, Hoima, Kabale, Jinja, Paidha, Soroti, Koboko, and Lira districts. Each library was staffed with graduate librarians and equipped with 20 computers, cameras, and a screen monitor.

Additionally, ATC extended support to 10 more public and community libraries in Mbale, Jinja, Moroto, Gulu, Mbarara, Entebbe, Arua, Moyo, Soroti, and Masaka districts by donating 2,204 books and reading materials. Fourteen open-access centers (digital services) were established and equipped in these public libraries. Communities and students are now effectively using the computers for research and to access reading materials as well as government programs and services.

The Civic Education and Mindset Change Sub-Programme

The Ministry of ICT and National Guidance (MOICT&NG) conducted ideological mentorship sessions, symposiums, and research. They submitted a draft National Guidance Policy memo, engaged in regulatory harmonization, received financial clearance, and produced a report on citizens' appreciation of the National Vision, which helped foster a more unified and informed citizenry. The overall performance rating for these initiatives was 65%.

Additionally, the Ministry of Gender, Labour and Social Development (MGLSD) implemented sensitization campaign programs targeting university students to promote a mindset change education program. Sensitization efforts were conducted at universities, including Lira, Soroti, Busitema, and the Islamic University in Uganda (IUIU).

The MOICT&NG also conducted a total of 434 talk shows as part of a public education program across various radio and TV stations.

Contribution of Community mobilisation and Mindset Change (CMMC) towards the Parish Development Model (PDM)

The CMMC plays a crucial role in driving a change in mindset, mobilizing communities, and preparing them to engage with the objectives of the PDM. The program actively involves local leaders and cultural institutions to promote the PDM within their communities, influencing public attitudes and encouraging participation in PDM initiatives.

The Inter-Religious Council of Uganda (IRCU), comprising seven members, plays a significant role. These religious leaders, through their sermons, teachings, and gatherings, actively promote mindset change by addressing cultural and social barriers that hinder growth. They encourage self-reliance, savings, and financial discipline, all of which are key elements of the PDM. The IRCU's network of religious institutions provides an effective platform for mobilizing



communities to participate in PDM activities. The CMMC program spearheaded extensive community outreach initiatives to educate rural populations about the PDM. By organizing community dialogues and meetings, the program increased awareness of how the PDM operates and its potential to lift households out of poverty.

Through a shift in mindset, communities were gradually adopting modern farming techniques, enhancing financial literacy, and developing business skills under the PDM. The program was instrumental in fostering an entrepreneurial mindset among community members, particularly youth and women, by encouraging them to form Savings and Credit Co-operatives (SACCOs) and take advantage of the PDM's financial inclusion pillar. In districts such as Iganga and Pakwach, youth-led initiatives emerged, focusing on small-scale businesses and farming, demonstrating a significant shift in mindset.

Key Challenges

- 1) The community mobilisation infrastructure and equipment were in a state of disrepair, including rural training centres, community learning centres, and outdated broadcasting equipment. This hampers the sensitization, empowerment, and training of citizens, ultimately affecting their uptake of government services.
- 2) Many districts, such as Nwoya, Omoro, Kikuube, and Kagadi, faced limited local leadership capacity in community mobilisation. This resulted in ineffective communication and poor mobilisation efforts, leaving communities with a lack of understanding and participation in national development projects.
- 3) The absence of a robust monitoring and evaluation framework made it difficult to assess the program's impact. Consequently, results were inconsistent, with no clear data indicating what is working well or where improvements were necessary.
- 4) Community development departments in local governments were generally understaffed and inadequately resourced to effectively implement the community mobilisation and mindset program. Additionally, many staff members lacked updated training in techniques for mindset change.

Conclusion

The Community mobilisation and Mindset Change Programme (CMMC) achieved several milestones, including the establishment of community learning centres and support for cultural leaders. However, its overall performance was only fair, with a score of 57%, as many annual targets were not met. While the budget release performance was quite good at 95% of the approved budget, issues such as poor coordination, inadequate planning, and budgeting hindered the realization of most planned outputs.

Recommendations

- 1) The MGLSD in consultation with MFPED should allocate a specific amount of the national budget to rehabilitate and modernize community mobilisation-centred and broadcasting stations. Public Private Partnerships should be encouraged where possible.
- 2) The MGLSD in consultation with LGs should establish mentorship programs where experienced national leaders or community mobilisation experts can mentor local leaders. This will help build confidence and capacity through hands on experience and guidance.
- 3) The MGLSD should develop a robust monitoring and evaluation framework to track progress, identify gaps and ensure accountability at the local Government levels, and regularly review performance data to make informed adjustments to the program.
- 4) Local Governments should foster partnerships with civil society organization and NGOs to complement government efforts. The organizations could provide technical assistance, additional staffing and resources for community development departments in LGs.





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 mobilisation, 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-Industrialisation; Community Mobilisation and Mindset Change; Digital Transformation; Human Capital Development; Innovation, Technology Development and Transfer; Integrated Transport Infrastructure and Services; Manufacturing; Mineral Development; Natural Resources, Environment, Climate Change, Land and Water Management; Public Sector Transformation; Private Sector Development; Sustainable Development of Petroleum Resources; and Sustainable Energy Development.

This report presents findings from annual monitoring of the Community Mobilisation and Mindset Change Programme for the budget execution period 1st July 2023 to 30th June 2024.

1.2 Community Mobilisation and Mindset Change Programme

The Community Mobilisation 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 implementing partners are: Ministry of Information Communication Technology and National Guidance (MoICT&NG), Office of the President (OP), Ministry of Local Government (MoLG), Uganda Registration Service Bureau (URSB), 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 mobilisation of citizens, families and communities for development; (ii) Strengthen institutional capacity of Central, Local Governments 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.



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 Mobilisation and Mindset Change Programme. The monitoring covered interventions implemented during FY 2023/24 (1st July 2023 to 30th June, 2024). 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 mobilisation 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 mobilisation 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 mobilisation and behavioural change communication for community development.
14. Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation

All 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 FY2023/24 were followed up for verification against planned outputs, intermediate outcomes and performance targets.
- ii Sub-programmes that contribute to sector and National priorities.
- iii The inputs, activities, processes and outputs tracked were a combination of those implementation as reviewed in the PIAP, Ministry policy statements and quarterly work plans.



The annual monitoring for FY2023/24 focused on the Ministry of Gender, Labour and Social Development (MGLSD), Ministry of Information Communication Technology and National Guidance (MOICT&NG), Equal Opportunities Commission (EOC), Uganda Registration Service Bureau (UBOS) and LGs. The others included: The, Ministry of Local Government (MoLG), Office of the President (OP), National Population Council (NPC).

A total of 21 districts were monitored. The interventions reviewed under each Ministry Department and Agencies (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, FY2023/24 MPSs, National and Programme Budget Framework Papers (BFPs), PIAPs, (NDP III), quarterly progress reports and work plans for the respective implementing agencies and LGs, annual 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 and annual performance reports from some implementing agencies.

- b. Primary data collection methods included:
 - i. Consultations and key informant interviews with Chief Administrative 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. Call-backs in some cases were made to triangulate information.

2.4 Data Analysis

The data was analysed using both qualitative and quantitative approaches. Qualitative data was examined and classified in terms of constructs, themes or patterns to explain events among the beneficiaries (interpretation analysis) and reflective analysis where the monitoring teams



provided an objective interpretation of the field events. Quantitative data on the other hand was analysed using advanced Excel tools that aided interpretation.

Comparative analyses were done using percentages and averages of the outputs/interventions; and the overall scores. 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 2023/24

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

Source: Author's Compilation

2.5 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.

2.6 Limitation

The absence of detailed financial data for planned outputs related to various interventions hampered financial analysis. For instance, in the Civic Education and Mindset Change Sub-programme, the planned outputs were mistakenly categorized under the Community Sensitization and Empowerment Sub-programme due to poor planning and budgeting.

CHAPTER 3: PROGRAMME PERFORMANCE

3.1 Financial Performance

The approved budget for the financial year (FY) 2023/24 was Ug shs 36.264billion (bn) which was revised upwards to Ug shs 51.499bn. By 30th June, 2024, Ug shs 48.868bn (95%) was released and Ug shs 47.152bn (96%) spent. This was both very good release and absorption.

3.2 Programme Physical Performance

The overall annual physical performance was fair at 57% against the financial performance of 94% (Table 3.1). Despite the very good financial performance, 57% of the funds were spent on contributions to religious and cultural institutions, allowances, transfer to other Government Units, pension, and rent.

The programme has three sub programs with a total of 14 interventions.

The intermediate outcome indicators assessed included the proportion of households participating in development initiatives was 6% against a target of 70%, the proportion of the population informed about National programmes achieved 70% against 63%, vulnerable and marginalized persons empowered achieved 5.2% against 40%

Table 3.1: Performance of the Community Mobilisation and Mindset Change Programme by 30th June, 2024

Sub-programme	Performance (%)	Remarks
Community Sensitization and Empowerment	57	Fair
Strengthening Institutional Support	48	Poor
Civic Education & Mindset Change	65	Fair
Overall programme performance	57	Fair Performance

Source: Author's Compilation

3.3 Community Sensitization and Empowerment Sub-programme

The sub-programme objective is to enhance the effective mobilisation 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:

- Review and implement a comprehensive community mobilisation strategy
- Develop and implement a National civic education programme aimed at improving the level of awareness of the roles and responsibilities of families and communities.
- Design and implement a programme aimed at promoting household engagement in culture and creativity for income generation at the household level.
- Develop a policy on diaspora.
- Implement the 15-household model for social economic empowerment.



The sub-programme interventions are implemented under the following entities: Ministry of Gender, Labour and Social Development (MGLSD), Equal Opportunities Commission (EOC), Ministry of ICT and National Guidance (MoICT&NG), Uganda Registration Service Bureau (URSB) and National Population Council (NPC). The intervention performance was fair at 57% for both output and intermediate outcomes as shown in Table 3.2.

Financial Performance

The approved budget for FY2023/24 was Ug shs 12.283bn, with Ug shs) 12.201 released and Ug shs 11.965 spent by 30th June, 2024. This was good release and absorption.

The annual monitoring focused on all the five interventions and the overall physical is shown in Table 3.2. At the intervention level, performance one was poor, two were fair, one was good while the other was not assessed as it was budgeted for in the Governance and Security programme under the Ministry of Foreign affairs in *Annex 3* The intermediate outcomes include; i) Proportion of households participating in development initiatives increased was at 6% against the target of 30%; ii) Proportion of the population informed about national programmes was at 70% against 63%.

Table 3.2: Performance of the interventions as at 30th June, 2024

Intervention	Performance	Remarks
Review and implement a comprehensive community mobilisation (CMM) strategy		Poor performance at 38%. The MGLSD halted the initiative of capacity building on household visioning, village cluster model financial constraints in FY 2023/24, The family policy was formulated and approved by the cabinet, but it has not yet been disseminated to MDAs and LGs.
Develop and implement a National civic education programme		This was fair though budgeted for under Design and implement a programme, the EOC conducted a total of 38 radio talk shows out of a planned 20 and 13 TV shows out of an intended 16. The over performance was due to some radio talk shows independently conducted,
Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation		Fair performance at 64%. The MGLSD supported 38 out of 80 Local Governments in the implementation of the National culture priority interventions.
Implement the 15 Household model for social economic empowerment		Good performance as 72% of outputs were achieved. The Development Response to Displacement Impacts Project (DRDIP) conducted trainings and sensitizations of beneficiaries in refugee hosting districts and community learning centres were established.

Source: Author's Compilation

Detailed performance of the five interventions under the community sensitization and empowerment sub-programme are discussed in the subsequent section.



3.3.1 Review and implement a Community Mobilisation and Empowerment Strategy

The Community mobilisation and empowerment strategy is a national, cross-sectoral strategy which aims at addressing critical community mobilisation issues affecting the delivery of public services and implementation of programmes under the NDPIII. It targets households to adopt positive attitudes, values and practices that will engender socioeconomic development and contribute to poverty eradication.

The key planned outputs under MGLSD for FY 2023/24 were: i) Psychosocial manual for vulnerable parents and families developed and revised .National family policy disseminated in 80 LGs (Districts, Cities and Municipalities, ii) Training manual on parenting disseminated to 80 LGs, and iii) Capacity building on household visioning, Village cluster model and Integrated Community Learning for Wealth Creation Programme (ICOLEW) conducted in 48 Local Governments (LGs); iv) Technical support supervision and joint monitoring of the community development function conducted in 60 LGs.

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

The implementing entities are Ministry of Gender, Labour and Social Development (MGLSD), Ministry of ICT and National Guidance (MoICT&NG) and National Population Council (NPC).

The overall performance of the intervention was poor, achieving only 38%, primarily due to insufficient funding and the partial execution of planned outputs. For instance, the MGLSD suspended the capacity-building initiative on household visioning, and the village cluster model faced financial limitations in FY 2023/24. Although the family policy was formulated and approved by the cabinet, it has not yet been disseminated to MDAs and LGs. The following section presents the status of implementation:

National family policy and training manual on parenting disseminated in 80 Local Governments (Districts, Cities and Municipalities) : This was meant to enhance positive parenting practices across the Local Governments and these were disseminated and operationalized in 34¹ LGs. This increased awareness and adoption of positive parenting practices.

For example, in the LGs of Mukono and Mbale there were reported cases of increase in parenting workshops that encouraged the use of non-violent discipline and stronger family communication. There was a reduction in family related conflicts in Hoima and Lira districts, there were reports on reduction in domestic violence. There were reports on strengthening of families and community support systems in Mityana and Kabarole LGs; and there was increased involvement of fathers in parenting in Lira LG.

Capacity building on household visioning, village cluster model programme conducted in 48 LGs: The training aimed at equipping participants with skills and knowledge to engage households in developing visions that would drive socio economic transformation at grass root level. This was offered to 1,072 participants, comprising of 635 Community Development

¹ Nakapiripirit, Jinja, Kiryandongo, Kamuli, Kumi, Soroti from eastern region; Terego, Oyam, Gulu, Lira, Nebbi, Zombo, Terego from northern region; Wakiso, Luwero, Mukono, Mubende from central region; Kyankwanzi, Isingiro, Ibanda, Kazo, Mbarara, Bushenyi, Rubirizi, Kasese, Kasanda, Bunyangabu, Kyegegwa, Kabarole, Kikuube, Bundibugyo from western region



Officers (CDOs) and 437 members of special interest groups, including youth, women, older persons, and individuals with disabilities.

The training provided CDOs and special interest groups with practical tools to guide household through visioning exercises. For example, households in districts like Kabale and Luweero, were empowered to create short term and long-term development goals focusing on education, health and income generation. The training was inclusive of special interest groups such as women, youth and people with disability.

Women led house hold visioning sessions increased participation in micro enterprises; while the youth and People with Disabilities (PWDs) received tailored support in areas such as skills training and entrepreneurship in Iganga and Masindi. In several LGs visited such as Mbale and Hoima, household visioning plans were integrated into the larger local development plans. This enhanced a bottom up approach to planning.

Technical support supervision and joint monitoring of the Community Development Function conducted in 60 LGs to ensure compliance with National policies, guidelines and standards for improved performance on Government programmes: The aim of the training was to enhance the capacity of technical officers in delivering community initiatives. The MGLSD offered technical support, supervision, and collaborative monitoring of community development functions to 156 technical officers across 60 Local Governments (LGs).

The impact of the training were more streamlined services and as a result higher uptake of government welfare programs like the case was in Gulu and Mbale districts. In Kabarole and Hoima LGs, the training led to increased engagement with community members during project planning and implementation. A key notable success was the integration of women, youth and people with disabilities into the mainstream community development programs such as in Mukono and Masindi LGs

Media and communication support activities provided to MDAs and LGs: The initiative aimed to mobilize communities for national development through effective media strategies. Its goals included improving public perception and fostering a culture of proactive participation in government programs. The MoICT&NG, in collaboration with the Uganda Media Centre (UMC), developed and disseminated a variety of materials such as brochures, flyers, posters, and radio/TV spots to raise awareness of government initiatives.

In partnership with media houses, the Ministry trained local government officials on how to engage effectively with the media. This training focused on enhancing communication skills, ensuring that officials could accurately convey government initiatives. For instance, in Mukono and Mbarara, local leaders became more skilled at using social media platforms to deliver government programs directly to their communities.

As a result of the media support and activities, public awareness of government programs increased. Communities have also shown a positive shift in their attitudes toward government services, leading to greater participation in local initiatives. Additionally, government officials have become more empowered in their engagement with the media.

Public awareness on Demographic Dividend (DD) and the impact of population dynamics on development built:

This initiative aimed to raise awareness of the demographic dividend, address population dynamics, encourage investments in key sectors, and promote family planning. The National Population Council (NPC) launched a nationwide campaign using various media platforms, including radio and television.



3.3.2 Develop and implement a National Civic Education Programme

The intervention aims to enhance awareness of the roles and responsibilities of families, communities, and individual citizens. This initiative is budgeted under a program designed to promote household engagement in culture and creative industries for income generation.

The planned outputs for FY2023/24 are as follows:

- i. Conduct national civic education program awareness campaigns;
- ii. Implement emergency responses to current issues and media reports related to vulnerability and inclusive development;
- iii. Host 16 TV and 20 radio talk shows;
- iv. Produce and air 4 TV advertisements, 4 radio advertisements, and 8 presenter mentions;
- v. Publish 12 supplements or articles in newspapers and magazines;
- vi. Run 4 social and digital media campaigns;
- vii. Create and utilize educational instructional materials;
- viii. Organize 4 sub-regional meetings with key media personnel;
- ix. Print and distribute 5,000 copies of other information, education, and communication (IEC) materials on court procedures and initiatives;
- x. Procure promotional materials.

The Equal Opportunities Commission (EOC) is the lead implementing entity. The status of implementation will be presented hereafter.

Emergency response to topical concerns and media reports related to vulnerability and inclusive development carried out: The EOC actively addressed gender and equity concerns highlighted in media reports. This included the necessity to empower boys alongside girls, enhance women's and girls' roles in science on a global scale, and improve capacity building and oversight for better outcomes in Parish Development Model (PDM) implementation.

Additionally, there was a focus on creating more inclusive examinations to boost performance among learners with special needs, as well as a critical government response to natural disasters like landslides, floods among others in the Bugisu sub region. These initiatives are vital for advancing gender equity, enhancing educational achievements, and ensuring effective disaster management.

Sixteen TV and 20 radio talk shows conducted: The EOC organized a total of 38 radio talk shows out of a planned 20 and 13 TV shows out of an intended 16. The over performance was due to blending some talk shows with field activities. It was estimated by IPSOS that these programs reached around 17 million people, and significantly raised public awareness about the commission's work and the government's efforts to enhance household incomes.

Twelve supplements/articles in newspapers/magazines published: The EOC successfully published 8 of the planned 12 newspaper supplements and opinion pieces. The articles, featured in the New Vision and Daily Monitor, were theme-based and aligned with various equal opportunity observances. These publications served as a mobilisation tool for service providers and marginalized groups to support inclusive development, reaching an estimated readership of 220,000 Ugandans.

Information Education and Communication materials produced and utilized: The EOC produced and distributed a variety of materials, including 400 out of 500 calendars, 200 out of 400 EOC-branded diaries, 12 out of 15 banners, 400 out of 500 season cards, 790 out of 1,000 T-shirts, and 1,000 out of 1,200 brochures. These materials were shared with marginalized



groups, Ministries, Agencies and Local Governments (MALGs), civil society organizations (CSOs), and development partners. The information, education, and communication (IEC) materials helped to raise public awareness and enhance the visibility of the EOC's mandate and government programs.

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 mobilisation of families, communities, and citizens for national development. The key planned outputs include:

- i) Monitoring and providing technical support to eighty local governments on the implementation of the National Culture priority interventions and family and parenting guidelines.
- ii) Conducting four meetings with the Inter-Religious Council of Uganda (IRCU).
- iii) Holding four meetings with cultural institutions.
- iv) Engaging with education stakeholders through four meetings to discuss completion dropout rates, fees, and other relevant issues.
- v) Organizing four sub-regional meetings with parish chiefs.
- vi) Facilitating eighty high-level consultative meetings at the district level, focused on bringing the Equal Opportunities Commission (EOC) to the people.

Additional outputs include:

- vii) Commemorating National Liberation Day, International Women's Day, and other international observances.
- viii) Procuring one hundred promotional materials.
- ix) Acquiring one promotional material, paying for one subscription to PRAU for six staff members, hiring one digital firm, and conducting one Corporate Social Responsibility activity.

The implementing entities are the Ministry of Gender, Labour and Social Development (MGLSD), the EOC, and the Uganda Registration Service Bureau (URSB).

The intervention performance was rated as fair at 64%, largely due to the partial implementation of the planned outputs. The status of implementation will be presented hereafter.

Eighty LGs were monitored and provided with technical support backstopping on the implementation of the National culture priority interventions and family and parenting guidelines: The Ministry of Gender, Labour and Social Development (MGLSD) provided monitoring and technical support for prioritized national culture interventions and family parenting guidelines across 38 local governments. During this initiative, a total of 228 technical officers were mentored, including 68 females and 160 males. This technical backstopping on culture priority interventions took place in the districts of Kabaale, Rukiga, Rwampara, Kabarole, Mbale, Jinja, Iganga, Kumi, and Bukedea.

Four meetings with the Inter Religious Council (IRCU) of Uganda were conducted: The EOC held one meeting with IRCU to discuss the involvement of religious leaders in fostering inclusive development and diversity. The purpose of the meeting was to increase awareness and visibility of the EOC's mandate in alignment with the NDP III and the seven pillars of the Parish Development Model (PDM).



Four meetings with cultural institutions were conducted: The EOC held two meetings with the cultural institutions of Busoga and Buganda to address critical issues, including the inclusion of marginalized groups, creating inclusive structures in kingdom offices, combating dependence syndrome, and improving work attitudes. In addition, discussions were held on; combating street begging, curbing sectarianism, and tackling land grabbing and evictions.

Four national public discussion with the Private Sector Foundation Uganda (PSFU) were conducted: The EOC facilitated a roundtable dialogue with members of the PSFU-Uganda National Farmers Federation on the theme “unlocking business opportunities for rural women farmers through networking.”

Four engagements with education stakeholders on completion dropout rates, fees and other topical issues were conducted: The EOC conducted two out of four engagements with education stakeholders, including parents, school proprietors, students, Ministry of Education officials, and school administrators in the central and eastern regions. These discussions addressed key issues such as education completion and dropout rates, prohibitive fees, teenage pregnancies, and other relevant topics.

Additionally, the EOC partnered with the Initiative for Social and Economic Rights (ISER) to organize the 10th Annual Conference on Economic, Social, and Cultural Rights at Makerere University. The theme of the conference was “The Cost of Education in the era of NDP III.” These initiatives are vital for addressing barriers to education and promoting access to quality education for all children.

Four sub-regional meetings with parish chiefs were conducted: Meetings were held with parish chiefs and other stakeholders in Ntungamo, Butaleja, Nakasongola district, and Fort Portal City, concentrating on the inclusive implementation of the Parish Development Model (PDM).

Additionally, training sessions and sensitization activities were conducted to emphasize the importance of inclusive implementation of the PDM and the connection between the EOC's mandate and the access, participation, and benefits of marginalized groups in development programs. These efforts are vital for ensuring that development initiatives are inclusive and benefit all segments of society, particularly marginalized communities.

80 high-level consultative meetings at the district level, anchored on taking EOC to the people were held: Out of 80 meetings held nationwide, 50 engaged a total of 1,975 participants. These participants included district political and technical leaders, representatives from special interest groups, civil society organizations (CSOs), faith-based organizations (FBOs), and members of the media.

The key issues that emerged during these consultative meetings included: challenges in accessing sexual and reproductive health services, increased borrowing from local moneylenders, rising rates of teenage pregnancies, and school dropout rates. Additional concerns highlighted were limited access to safe and clean water, gender-based violence, cross-border conflicts in Lamwo District, restricted access to health and education, displacement and job loss due to land issues in Apaa, and food insecurity.



The National Liberation Day, International Women Day, International Labor Day, World Indigenous Peoples Day, International Youth Day, International Day of Older Persons, Independence Day and the International disability day were commemorated: Nine national and international equal opportunity-related days were commemorated, including days dedicated to indigenous minorities, youth, older persons, persons with disabilities, women, labor, and individuals with albinism, along with Independence and National Liberation Days. The commemorations varied and included exhibitions, participation in public assemblies, the publication of newspaper articles, radio talk shows, direct financial contributions, and the creation and distribution of information, education, and communication (IEC) materials.

One hundred promotional materials procured, 4 radio talk shows conducted, 1 regional community engagement, 1 customer engagement week, 1 PR (Public Relation) professional training for 2 staff 1 team performance review retreat conducted, 6 PR staff provided data for 12 months: The URSB implemented various initiatives to boost business registration and raise awareness of Intellectual Property in Uganda. A total of 256 promotional materials, were procured, conducted 20 radio talk shows, organized regional engagements in Mbale, Masaka, and Mbarara districts, and provided Public Relation (PR) training for 4 staff members at East Africa Radio. Additionally, a customer engagement week was held, and 6 PR staff received data support for 12 months. These efforts aimed to enhance public knowledge about mass business registration and intellectual property.

One promotional material procured, 1 subscription to Public Relation Association of Uganda (PRAU) for 6 staff paid, 1 digital firm hired, 1 Corporate Social Responsibility activity conducted: The URSB procured one promotional material and paid for subscription to PRAU for six staff members. Hired a digital firm to manage public relations and conducted one Corporate Social Responsibility activity. Additionally, they published one newspaper supplement, developed one newsletter, and provided data support for six PR staff members for three months. These activities enhanced URSB's visibility, improved public perception, and increased engagement.

3.3.4 Implement the 15 Household Model for Social-Economic Empowerment

Background

The 15-Household Model is implemented through women structures in LGs to empower women at the grassroots level and their households to access development. The three planned outputs for FY 2023/24 were: i) Community learning programmes developed for 10 Community development centres in selected LGs, ii) Map Non-Government Organizations (NGOs) implementing social development sector activities; and iii) Jobs and livelihood refugee integrated plan implemented.

The performance of the intervention was good at 72% as community learning centres were established, the Jobs and livelihood response plan for refugees was launched by the Office of the Prime Minister through the Development Response to Displacement Impacts Project as highlighted hereafter.

Learning programmes developed for 10 community development centres in LGs: These centres aim to enhance community education, skills development and social inclusion by providing accessible learning opportunities tailored to the needs of local populations. The establishment of the CLC has led to significant rise in community members seeking education and vocational training as each centre has attracted over 500 participants in various programs demonstrating the demand for skills development in these areas. The centres particularly focused on empowering women by providing them with skills and resources to support business.

The MGLSD, in partnership with German Adult Education Association (DVV) International, implemented the Integrated Community Learning for Wealth Creation programme (ICOLEW) project in four districts: Namayingo; Madowa, Banda Community Centre, Mpigi; Kamengo Buwama community centre, Iganga; Nabitende, Nkigo Community Centre,

In Nwoya LG, Community Learning Centres (CLCs) were established as hubs for integrated service delivery and lifelong learning in four sub-counties: Alero, Koch Goma, Purongo, and Anaka. These centres were operational and served over 13,110 community members each month through a variety of activities, including PDM (Productive Disbursement Mechanism) beneficiary registration, news updates, phone charging, and community meetings. These initiatives led to increased participation in government programs, strengthened community groups, and enhanced climate-smart agricultural practices.

In Anaka sub-county community members involved in village savings and loan associations (VSLAs) successfully saved between Ug shs 8m and 10m by utilizing income generated from life skills initiatives. They also received training in record-keeping, skill development, and essential life skills related to establishing VSLAs and financial literacy. Additionally, they participated in enterprise groups focusing on cultivating maize, soybeans, and sunflowers, which contributed to the decrease in household poverty levels, increased household assets and improved in health and financial literacy. The project significantly enhanced literacy and numeracy, promoted economic empowerment, fostered community development, and encouraged social inclusion. These efforts collectively empowered individuals and communities to improve their livelihoods and engage more actively in the development process.



L-R: Exterior of CLC, and savings group at in Anaka Sub county, Nwoya District

However, in Mityana district, the Community Learning Centre (CLC) was not fully functional due to land disputes with the Buganda Kingdom regarding the location in Bulera sub county. The current memorandum of understanding was deemed insufficient, prompting a proposal to relocate the centre to Nabbale village.

Map NGOs implementing social development sector activities at Central and LG levels and hold bi-annual coordination meetings, and National celebrations to commemorate International literacy day: The Ministry of Gender, Labour and Social Development (MGLSD) carried out mapping and mentoring of Non-Government Organizations (NGOs) involved in social development sector activities across seven Local Governments of: Lamwo, Pader, Agago, Kwanja, Oyam, Adjumani, and Moyo in the northern region. This allowed them to extend the programs to reach more beneficiaries.

Jobs and livelihood refugee Integrated plan implemented:

The project period was from June 2017 to 31st December, 2023. However, an extension of six months was given and it elapsed. 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. 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.

The districts of Isingiro (Nakivale and Oruchinga), Kikuube (Kyangwali), Kiryandongo (Kiryandongo), and Kyegegwa (Kyaka II settlements) received a total of Ug shs 839,441,500, which was fully utilized.

DRDIP Components included; Supporting investments in Social and Economic Services and Infrastructure, Sustainable Environmental and Natural Resource Management activities (SENRM), Investment in traditional and non- traditional livelihoods and Support of the Project Policy and Accountability Systems Support and Administration.



Left: Non-Functional CLC Bulera; Right: Proposed CLC in Nabbale, Mityana District

The main capacity-building initiatives in all refugee settlements visited were tomato growing, records management, goat rearing, tree planting, beekeeping, maize growing and financial management basics. The objective of the trainings was to enhance the capacity of refugees in income generation projects at the household level and instil a culture of saving.

DRDIP Beneficiaries Supported: A total of 18,794 nationals and refugees were supported in the districts of Isingiro, Kyegegwa, Kiryandongo, and Kikuube. Among them, there were 1,186 nationals (465 males and 721 females) and 8,213 refugees (3,104 males and 5,109 females).

Skills Development: A total of 6,281 beneficiaries (3,748 females and 2,533 males) from 107 sub projects in the Isingiro, Kikuube, Kiryandongo, and Kyegegwa districts acquired skills through the DRDIP project. Training covered areas such as nursery bed establishment, woodlot management, pest and disease identification, pesticide mixing and spraying, community procurement, termite management, and the operation and maintenance of pumps and irrigation systems.

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 the Office of the Prime Minister (OPM) rather than by the beneficiaries themselves. Four groups were provided with Ugandan shillings (UGX) 18.5 million each for their respective projects. The team visited the JC Vegetable Growers, a group engaged in cultivating tomatoes, onions, *sukuma* (kale), and okra. The members received training in various agricultural practices, including how to establish nursery beds, manage crops, and handle financial aspects.

The group consists of 15 members, with 13 females and 2 males, including 3 persons with disabilities, one elderly individual, and five youth. From the nursery beds, the tomatoes were transplanted to the main garden. During the growing season, the group successfully harvested 62 crates (1,550 kg) of tomatoes, 3,125 kg of onions, 18,000 sacks of *sukuma*, and 135 basins (1,012.5 kg) of okra, generating a profit of UGX 5,523,000 from sales.

These efforts improved the livelihoods of the refugees, many of whom became engaged in small businesses and upgraded their living conditions, allowing them to cover their children's school fees. Additionally, enhanced social cohesion was observed in many communities within the refugee settlement. Table 3.3 below shows the profit status of JC Vegetable Growers based on the different crops produced.

Table 3.3: the status of JC Vegetable Growers with profits attained from the different crops produced.

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

Source: JC Vegetable Growers Reports

Isingiro DLG: In the Nakivale Refugee Settlement: Ngarama A Produce Traders Community Interest Group (CIG) (goat trading and produce trading) in Table 3.4

Table 3.4 shows the status of Ngarama-A Produce Traders CIG (goat rearing and produce trading)

Group name	Trading type	Amount received (Ug shs)	Amount saved (Ug shs)	Profit (Ug shs)
Ngarama A Produce Traders Community Interest Group (CIG)	Goat trading	25,800,000	5,820,000	
Ngarama A Produce Traders Community Interest Group (CIG)	Produce trading	18,500,000	6,450,000.	4,600,000

Source: Authors Compilation



L-R: Members of Ngarama-A Produce Traders CIG (Produce Trading) with the goats they procured; and a produce store 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. 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. These were trained in beekeeping, harvesting, tree planting, financial literacy and sustainability. By project closure, the group had procured over 20 apiary hubs as shown below. The beneficiaries harvested 112 kgs, worth Ug shs 320,000 each, totalling to Ug shs 1,280,000 which enhanced household level incomes.



Before: One of the procured bee hive of members After: Bwiriza Bare Hill Kyegegwa District Local Government

3.3.5 Sub-Programme Conclusion

The overall performance of the sub-programme was fair at 57%. Capacity building on household visioning, village cluster model was conducted. The training provided CDOs and special interest groups with practical tools to guide household through visioning exercises. The establishment of the community learning centres has led to significant rise in community members seeking education and vocational training. Achievements were realised under DRDIP, lives were impacted through trainings and capacity building in the refugee resettlements as refugees were able to educate, feed their children.

3.4 Strengthening Institutional Support Sub-Programme.

The main objective is to refine the capabilities, resource allocation, and operational methods of essential institutions, thereby ensuring a more responsive approach to community needs.

The sub-programme has three interventions namely: i) Equip and operationalize community mobilisation 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. The intermediate outcome performance was poor. The percentage response rate to development initiatives was 6% against 20%, and the percentage of vulnerable and marginalized persons empowered was 5.2 against the target of 40%.

Financial Performance

The total budget for FY 2023/24 was Ug shs1.410bn, of which Ug shs 1.154bn (82%) was released and Ug shs 1.154bn (100%) spent by 30th June, 2024. This was good release and very good absorption.

Sub-Programme Performance

The annual monitoring assessed all three interventions, revealing that their overall physical performance was poor, at just 37% (see Table 3.5). The planned outputs did not align with the actual interventions. Among the interventions, two demonstrated fair performance, while one was rated as poor (Annex 3). Unfortunately, the intermediate outcomes were not achieved.

Table 3.5: Performance of interventions under the strengthening institutional support sub-programme as at 30th June, 2024

Intervention	Performance Status	Remarks
Equip and operationalize community mobilisation and empowerment (CME) institutions/ structures		The performance was poor at 48%, there was misalignment between key planned outputs and interventions.
Establish and operationalize. Community Development Management Information System (CDMIS) at the parish and sub-county level		Performance was fair at 51%. However, the planned outputs were not in line with the intervention
Institutionalize cultural, religious and other non-state actors in community development initiatives		Performance was 60%. The outputs were also not in line with the intervention

Source: Author's Compilation

Detailed performance of the three interventions under strengthening institutional sub-programme are discussed hereafter:



3.4.1 Equip and operationalize community mobilisation and empowerment institutions/structures

The intervention focuses on strengthening the institutional capacity of Central, Local Governments, and non-state actors for effective citizen mobilisation and dissemination of information to guide and shape the mind-sets/ attitudes of the population. The performance was poor at 48%, this was attributed to misalignment of key planned outputs to the interventions.

The planned outputs for FY 2023/24 are: i) 12 sets of top management report prepared; ii) Four quarterly reports of political monitoring of the programmes and projects and oversight activities prepared; ii) Ministries, Departments and Agencies supported on strategic planning, budgeting monitoring and evaluation.

Guidance on policies, laws, strategies and programmes. technical policy guidance on policy development and management provided; iii) Regulatory impact assessment reports produced. Implementation status of cabinet decisions/ directives and sectoral public policies in the MDA monitored and evaluated. The outputs are implemented by MGLSD. The implementation status is detailed hereafter:

Twelve sets of top management reports prepared, four quarterly reports of political monitoring of Ministry programmes and projects and oversight activities prepared: All the planned 12 sets of top management reports were prepared. Quarterly political monitoring was conducted on the; Social Assistance Grants for Empowerment (SAGE), National Special Grant for Persons with Disabilities, Joint Uganda Women Entrepreneurship Program (UWEP) and Youth Livelihood Program (YLP), as well as Green Jobs programs. Reports on these activities were produced by the MGLSD.

Four (4) quarterly reports of political monitoring of Ministry programmes and projects and oversight activities prepared: The MGLSD prepared all the four (4) quarterly reports of political monitoring of Ministry programmes and projects and oversight activities.

Ministry, Departments and Agencies supported on strategic planning, budgeting monitoring and evaluation. Guidance on policies, laws, strategies and programmes. Technical policy guidance on policy development and management provided: Support was provided to MDAs on strategic planning, budgeting monitoring, and evaluation. guidance on policies, laws, strategies, and programmes.

Regulatory Impact Assessment (RIA) reports produced. Implementation status of cabinet decisions/ directives and sectoral public policies in the MDA monitored and evaluated: The RIA reports were generated, covering various areas such as heritage resources, older persons, Uganda Employment and Labour Migration Policy, National Equal Opportunities Policy, National World of Work HIV/AIDS Policy, Child Labour Policy, and National Gender Based Violence (GBV) Policy. The monitoring and evaluation of the implementation status of cabinet decisions, directives, and sectoral public policies in the MDAs were conducted.

3.4.2 Establish and operationalize community development management information system at the parish and sub-county level

This integrated electronic web-based community information system and platform referred to as the Parish Development-Based Management Information System (PDMIS) supports community profiling, data collection, analysis, tabulation, entry, storage to a central database and dissemination at all levels. The planned outputs for FY 2023/24 were: Workplace HIV policy disseminated to Ministry institutions on adherence to public service standards conducted, Four HIV/AIDS Committee meetings were held. The implementing entity was the MGLSD.

The subprogram performance was fair at 51%, however, the planned outputs were not in line with the sub-programme intervention.

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 mobilisation of communities.

The planned outputs for FY 2023/24 were: i) Value for money audit report prepared and submitted to Management; Quarterly Audit reports prepared and disseminated; ii) Quarterly monitoring and evaluation report prepared on Ministry programmes and project; iii) Contracts committee meetings conducted; iv) Communication and public relation services provided;

The implementing entities was MGLSD. The overall intervention performance was fair at 60%. this was attributed to the planned outputs not in line with the intervention.

3.4.4 Sub-Programme Conclusion.

The overall performance of the sub-programme was poor, scoring 48% attributed to misalignment of key planned outputs to the interventions, comprehensive capacity needs assessments at all levels were not carried out to substantiate the planned interventions. Consequently, the objective of strengthening the institutional capacity of Central, Local Governments, and non-state actors for effective community mobilisation has not been met, as the planned outputs did not align with the intended intervention.

Recommendation

- The MGLSD in consultation with Ministry of Public Service should carry out a comprehensive needs assessment at all levels and develop a comprehensive training programme if the intended objective of the intervention has to be achieved.

3.5 Civic Education and Mind Set Change Sub-programme

This sub-programme focuses on fostering civic education and promoting changes in community mind sets. Its objective is to cultivate a sense of civic responsibility, encourage active participation in democratic processes, and uphold values like tolerance, inclusivity, and social cohesion.

The sub-programme has six interventions, namely:

- 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
- vi Promote advocacy, social mobilisation and behavioural change communication for community development.

The sub-programme interventions are implemented by the following entities: MoICT&NG, and URSB.



Develop and implement a National service program, establish a National incentives framework including rewards and sanctions for the best-performing leaders and communities, develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities. These were not assessed since they were moved to Office of the President under Governance and Security Programme.

Sub-Programme Performance

The annual monitoring targeted three out of the seven interventions, as the interventions were conflated with others under a single budget line, complicating proper financial analysis. Additionally, some planned outputs were associated with the Governance and Security Programme under the Office of the President. Consequently, the overall average performance of the Civic Education and Mindset Change Sub-programme was 65%. All the interventions showed a fair performance in Table 3.5

Table 3.6: Performance of the interventions as at 30th June, 2024

Intervention		Remarks
Popularize the National vision, interest and common good for the citizenry		Fair performance at 65%. Ideological mentorship sessions, symposiums were conducted by MOICT&NG however, this was planned under 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.
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 performance. This was budgeted for under community sensitization and empowerment sub-programme where the MGLSD supported 15 cultural leaders with monthly emoluments of Ug shs 5m per institution to mobilize communities and engage them in awareness of Government programmes
Promote advocacy, social mobilisation and behavioral change communication for community development		Fair performance at 66%. MOICT&NG conducted 434 talk shows to inform citizens about Government programmes.

Source: Authors' Compilation

Detailed performance of the six interventions under the Civic Education and Mindset Subprogramme are discussed hereafter.

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

The planned output for FY 2023/24 ;) National vision, interest and common good for the citizenry implemented by Ministry of ICT and National Guidance(MOICT&NG). This aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens.

National vision, interest and common good for the citizenry popularized: The MOICT&NG conducted ideological mentorship sessions, symposiums, and research, submitted a draft



National guidance policy memo, engaged in regulatory harmonization, received financial clearance, and produced a report on citizens' appreciation of the National vision which fostered a more unified and informed citizenry.

National civic education programme awareness campaigns conducted: The draft National guidance policy for senior management was presented for approval, submission to a cabinet memo for further guidance, conducted five days of in-house meetings for harmonizing of policy activities, and received financial clearance from MFPED hence enhanced governance and service delivery.

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

The planned outputs for FY 2023/24 were: i) Cultural leaders supported; ii) Mind set change programme established. The implementing entity was MGLSD. The implementation is presented hereafter:

Cultural leaders supported: The MGLSD gazetted 17² cultural leaders and allocated a total of Ug shs 60 million, with Ug shs 15 million designated to support 15 cultural leaders and Ug shs 45 million aimed at facilitating community mobilisation. This funding was intended to engage communities and raise awareness about government programs, such as vaccination and immunization initiatives as well as the Parish Development Model (PDM).

In the case of the Buganda Kingdom, the proposed emolument was declined, as it was said to be culturally inappropriate for the Kabaka to receive payment. However, consultations were still ongoing with the kingdom to explore the options to actualise the proposal.

Mindset change programme established:

The MGLSD implemented sensitization campaign programs targeting University students to promote the mindset education program. sensitization was carried out among University students in Lira, Busitema, Soroti and Islamic University in Uganda (IUIU).

3.4.3 Promote advocacy, social mobilisation and behavioural change community development

The intervention focused on reducing negative cultural practices and attitudes. The planned outputs for FY 2023/24 were; i) Sensitization and mobilisation for participation in national policies and programmes undertaken; ii) Media, communication and publicity support to government programmes provided through different media platforms. The implementing agency was the Ministry of ICT and National Guidance (MOICT& NG).

Sensitization and mobilisation for participation in national policies and programmes undertaken: The Ministry of ICT and National Guidance (MOICT& NG) conducted a total of 434 talk shows as part of the public education programme on various radio and TV stations. These efforts helped to bridge the communication gap between Government and the public, fostering a more informed and involved citizenry.

² 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.



Media, communication and publicity support to government programmes provided through different media platforms (Radio, TV, online and print); GOU message development and dissemination undertaken using appropriate media: The Ministry of ICT and National Guidance (MOICT NG) provided media and communication support for various events, including the celebrations of International Youth Day 2023, the NAM & G77+China summits, International Women's Day, and the Intellectual Property Clinic for female innovators. This support covered the U-J Connect project, the National population and housing census 2024, International Labour Day 2024 celebrations, National Heroes Day 2024, the Day of the African Child 2024 celebrations, Manifesto Week, and National Budget Month, thereby promoting transparency and engagement.

Sub-programme Conclusion

The overall performance of the subprogram was fair, achieving a score of 65%. The objectives of the Civic Education and Mindset subprogram in Uganda were partially met. Tangible progress was made in civic awareness and community participation. Additionally, cultural leaders were supported in their efforts to sensitize and mobilize communities for participation in national policies and programs. However, some interventions were carried out under the Governance and Security Program in the Office of the President, and these were not assessed.

CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Programme Conclusion

The overall performance of the program was rated as fair at 57%, despite a strong financial performance of 96%. This fair assessment stemmed primarily from the failure to achieve most of the planned outputs. Of the three outcome indicators, only one was successfully met, while the other two showed poor results.

The program effectively informed 70% of the population about national initiatives. Additionally, all intended community learning centres were established, and 635 Community Development Officers (CDOs), along with 437 special interest groups, received training in participatory planning and visioning across 48 Local Governments. However, the program's performance was negatively impacted by inadequate coordination and the absence of a functional Programme Working Group, which hindered the Community mobilisation and Mindset Change Program's ability to meet the National Development Plan III (NDP III) objectives.

Key challenges

- 1) The community infrastructure and equipment supporting the sensitization, empowerment, and training of citizens—such as rural training centres, community learning centres, and broadcasting equipment—are in a dilapidated state. The available resources are insufficient for renovating and improving these structures to enhance the demand for and uptake of government services.
- 2) Limited local leadership capacity has been observed in several districts, including Omoro, Kikuube, and Kagadi. Many local leaders lack sufficient training in community mobilisation techniques, leading to ineffective communication and poor engagement with communities. As a result, communities are not fully informed or involved in national development projects.
- 3) The absence of a robust monitoring and evaluation framework has made it challenging to assess the program's impact. This lack of structure leads to inconsistent results and no clear data on what is effective or where improvements are necessary.
- 4) Community Development departments in local governments are generally understaffed and lack adequate resources to implement the community mobilisation and mindset change program effectively. Additionally, many staff members have not received updated training in mindset change techniques, which hampers their ability to adopt new methods for engaging communities effectively.

4.2 Recommendation

- 1) The Ministry of Gender, Labour, and Social Development (MGLSD) should coordinate with local governments and stakeholders to align planning and budgeting for the program.
- 2) The MGLSD, in consultation with local governments, should implement mentorship programs to help local leaders build confidence and capacity through guidance from experienced mentors.
- 3) The MGLSD should create a strong monitoring and evaluation framework to track progress, identify gaps, and ensure accountability at the local level, and regularly review performance data (lessons) for program adjustments.



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

ANNEXES

Annex 1: Interventions Monitored under the Community Mobilisation and Mindset Change Programme Monitored for FY 2023/24

Vote	Sub-programme	Sampled intervention	Sampled districts/institutions
MGLSD, MoICT	Community Sensitization and Empowerment Subprogramme	Review and implement a Community mobilisation Strategy	MGLSD; MOICT&NG Luweero, Mbarara, Gulu, Kiryandongo, Nwoya, Jinja, Kumi, Mukono, Isingiro, Kyegegwa, Kabarole, Kikuube
EOC		Develop and implement a National Civic Education programme	EOC, Gulu, Bukedea, Mbarara,
MGLSD, URSB, EOC		Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation	MGLSD, URSB, EOC, Kabale, Rukiga, Mbale, Jinja, Kumi, Rwampara, Ntungamo
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, Nwoya, Mityana,
MGLSD,		Equip and Operationalize Community mobilisation and Empowerment institutions/ structures	MGLSD, Bukedea, Kiryandongo, Mbale, Kabarole, Kumi, Kyegegwa, Hoima, Mityana
	Strengthening Institutional Support Sub-programme	Establish and operationalize (CDMIS) at the parish and sub-county level	MGLSD, MoICT&NG
		Institutionalize cultural, religious and other non-state actors in the Community	MGLSD



OP	Civic Education and Mindset Change Sub-programme	Develop and implement a National service program	OP, Kabarole, Kyenjojo, Kyegegwa, Kabale, Luwero, Mubende, Mukono, Kiryandongo
		Popularize the National vision, interest and common good for the citizenry	MoICT&NG, Masindi, Mbarara,
		Establish a National incentives framework	Office of the President, Mbarara
		Develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities	MGLSD, Hoima, Kiryandongo, Ntungamo, Kumi, Mubende, Mityana
		Promote advocacy, Social mobilisation and Behavioural Change Communication for community development	MoICT&NG, Kyegegwa, Kikuube, Buliisa, Rukungiri, Ntungamo, Hoima City

Source: Author's Compilation



Annex 2: Performance of Community Sensitization and Empowerment Sub-programme as at 30th June 2024

Outputs Performance								Remarks
Intervention	Output	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 mobilisation (CMM) strategy	National Family Policy disseminated, Training Manual on Parenting disseminated	1,883,746,878	99.1	88	2.00	0.70	35.30	The majority of funds were allocated for staff salaries of Ug shs 173,881.820
	Media and communication support activities provided to MDAs and LGs	546,000,000	100.0	100	4.00	2.00	50.00	All funds were spent on contract contact staff salaries of Ug shs 545,496.535
	Public awareness on Demographic dividend built, Population and Communication Strategy operationalized	344,000,000	100.0	100	2.00	0.60	30.00	All funds were spent on contract staff salaries of Ug shs 344,000.000
Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation	80 Local Governments monitored, 15 cultural Leaders supported with monthly emoluments.	5,930,556,821	99.6	100	2.00	1.30	65.28	Majority of funds were Transferred to Other Government Units worth Ug shs 1,510,000.000 and Contributions to Religious and Cultural institutions of Ug shs 4,037,443.179



	Emergency response to topical concerns carried out, 4 meetings with cultural institutions conducted, Finalized and operationalized the EOC Communications Strategy, 12 supplements published	1,000,000,000	100.0	100	6.00	5.00	83.33	The majority of funds were allocated for travel inland worth Ug shs 603,492.067
	4 meetings with cultural institutions conducted, 80 high level consultative meetings conducted Four engagements with education stakeholders conducted, The National Liberation Day International Women Day commemorated.	1,000,000,000	100.0	99	8.00	4.60	57.50	Most funds were spent on allowances worth Ug shs 198,660.615
	100 promotional materials were procured, 4 Radio talk shows conducted, 1 regional community engagement, 1 customer engagement week	340,720,000	100.0	100	2.00	1.00	50.00	Most funds were spent on contract staff salaries worth Ug shs 340,720.000
Implement the 15 Household Model for Social-Economic Empowerment	Learning Programmes developed, Map NGOs implementing Social Development Sector activities identified	1,238,330,000	96.7	100	2.00	1.40	72.35	Most funds were spent on allowances worth Ug shs 100,000.000
Average Outputs Performance							55.47	Fair Performance
Outcomes Performance								



Outcome Indicator	Annual Target	Achieved	Score (%)	Remark
Proportion of households participating in development initiatives increased	30	6	20	
Proportion of the population informed about national programmes	63	70	100	
Average Outcomes performance			60	
Overall sub-program Performance			57.1	Overall performance of sub-program

Source: IFMS Data/ Progress Reports, Field Findings

Annex 3: Performance of Strengthening Institutional Support Sub-programme as at 30th June 2024

Outputs Performance										Remark
Intervention	Out put	Financial Performance				Physical Performance				
		Annual Budget (Ug shs)	% of budget received	% of budget spent		Annual Target	Cum. Achieved Quantity	Physical performance Score (%)		
Equip and operationalize community mobilisation and empowerment (CME) institutions/ structures	Twelve sets of Top Management Report prepared, Four quarterly reports of Political Monitoring prepared,	545,323,941	81.8	100		2.00	1.00	61.14		Most funds were used for allowances worth Ug shs 182,676.234
	Technical policy guidance on policy development and management provided, Regulatory Impact Assessment reports produced,	670,256,800	85.6	100		2.00	0.50	29.21		Most funds were used for general staff salaries worth Ug shs 239,208.164 and travel in land of Ug shs 122,500.000
	Work place HIV Policy disseminated to Ministry institutions on adherence to Public Service standards conducted, HIV/AIDS Committee meetings held,	55,000,000	82.7	100		5.00	2.50	60.44		All funds were used for Workshops, Meetings and Seminars Ug shs 45,500.000
Institutionalize cultural, religious and other non-state actors in community development initiatives	Value for money audit report prepared and submitted to Management	40,000,000	58.4	100		2.00	0.80	68.45		Most funds were used for travel inland worth Ug shs 20,000.000



	Contracts Committee meetings conducted	60,000,000	77.5	100	2.00	1.00	64.52	Most funds were used for Workshops, Meetings and Seminars worth Ug shs 30,500.000
	Communication and public relation services provided	40,000,000	50.0	100	1.00	0.30	60.00	Funds were used for Advertising and Public Relations Ug shs 10,000.000 and Workshops, Meetings and Seminars Ug shs 10,000.000
	Total	1,410,580,741	81.9	100			45.18	
Average Outputs Performance								
Outcomes Performance								
	Outcome Indicator			Annual Target		Achieved	Score (%)	Remark
	Response rate to development initiatives (%)			20		6	30	
	% of vulnerable and marginalized persons empowered			40		5.2	13	
Average Outcomes performance								
	Overall sub-program Performance						21.5	
							36.9	Overall performance of sub-program

Source: IFMS Data/MGLSD, / Field Findings

Annex 4: Performance of Civic Education and Mindset Change Sub-programme as at 30th June 2024

Outputs Performance									Remark
Intervention	Out put	Financial Performance			Physical Performance			Physical performance Score (%)	
		Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity			
Popularize the National Vision, interest and common good for the citizenry	National vision, interest and common good for the citizenry popularized, National civic education programme awareness campaigns conducted	300,000,000	100.0	100	2.00	1.30	65.00	All funds were spent on salaries	
Promote advocacy, Social mobilisation and Behavioural Change community development	Sensitization and mobilisation for participation in national policies, Media, communication and publicity support to government programmes provided through different media platforms	174,000,000	100.0	100.0	3.00	2.00	66.70	All funds were spent on salaries	
Total		300,000,000	100.0	100			65.00		
Average Outputs Performance								65.00	Fair performance

Source: IFMS Data/MGLSD./Field Findings





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