COMMUNITY MOBILISATION AND MINDSET CHANGE PROGRAMME

Annual Budget Monitoring Report

Financial Year 2024/25

September 2025

Budget Monitoring and Accountability Unit
Ministry of Finance, Planning and Economic Development
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ABBREVIATIONS AND ACRONYMS

BMAU	Budget Monitoring and Accountability Unit
CAO	Chief Administrative Officer
CDO	Community Development Officer
CDMIS	Community Development Management Information System
CME	Community Mobilisation and Empowerment
CMMC	Community Mobilisation and Mindset Change Programme
EOC	Equal Opportunities Commission
MDA	Ministry, Department and Agency
MoGLSD	Ministry of Gender, Labour and Social Development
MoICT&NG	Ministry of Information, Communication Technology and National Guidance
MoLG	Ministry of Local Government
MPS	Ministerial Policy Statement
NDP III	Third National Development Plan
NALQF	National Adult Learning Qualification Framework
NCHE	National Council for Higher Education
NPC	National Population Council
ODK	Open Data Kit
OP	Office of the President
OPM	Office of the Prime Minister
PBS	Programme Budgeting System
PDM	Parish Development Model
PDMIS	Parish Development Management Information System
PIAP	Programme Implementation Action Plan
PWDs	Persons with Disabilities
RTCs	Rural Training Centres
SACCOs	Savings and Credit Cooperative Organisations
UPRS	Uganda Performance Rights Society
URRO	Uganda Reproduction Rights Organisation

URSB	Uganda Registration Services Bureau
VSLA	Village Savings Loans Association

FOREWORD

The Government of Uganda outlined strategies, for FY 2024/25, to restore the economy back to the medium-term growth path with the ultimate vision of a self-sustaining, integrated economy. The strategies emphasized accelerating commercial agriculture, fostering industrialization, and expanding both service sectors and digital transformation. Key areas of focus included enhancing market access and leveraging technological advancements to drive economic growth.

The strategic interventions that were prioritized under various programmes included: roads under Integrated Transport and Infrastructure Services; 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.

The Annual programme assessments have been made, and it was established that performance was fairly good. This implies that programmes are on track, but with a lot of improvements required. The challenges noted, are not insurmountable. These monitoring findings form a very important building block upon which programmes can re-strategize for FY 2025/26.

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.

Partick Ocailap
For Permanent Secretary/ Secretary to the Treasury

EXECUTIVE SUMMARY

Introduction

The Community Mobilisation and Mindset Change (CMMC) Programme, under Uganda's Third National Development Plan (NDP III), aims to empower citizens, families, and communities to actively drive socio-economic transformation. It is implemented through three sub-programmes: Community Sensitisation and Empowerment; Strengthening Institutional Support; and Civic Education and Mindset Change. Collectively, these interventions promote civic responsibility, reinforce national values, and encourage inclusive participation.

The programme is led by the Ministry of Gender, Labour and Social Development (MoGLSD), in close collaboration with Local Governments, cultural and religious institutions, and civil society organisations. In alignment with the Parish Development Model (PDM) and Emyooga, the CMMC engages households and community structures to strengthen social cohesion and mobilise citizens for development.

Its expected outcomes include a more informed and engaged citizenry, improved household savings, stronger diaspora involvement, functional and sustainable community institutions, positive behavioural change, reduced corruption, and the decline of harmful cultural practices.

A comprehensive review of programme interventions was undertaken for the period 1st July 2024 to 30th June , 2025. The assessment drew on multiple evidence sources including progress reports, stakeholder consultations, and independent verification of outputs to provide a robust evaluation of performance against annual targets.

Financial Performance

In the Financial Year (FY) 2024/25, the programme had an approved budget of USh 73.95 billion. By the end of the financial year, 94% was released and 96% of the releases were spent, leaving a negligible balance due to payment processing delays. This reflects strong absorption and efficient utilisation of funds. However, despite this financial efficiency, physical and outcome performance remained below expectations.

Physical Performance Highlights

The programme recorded fair overall progress**,** achieving 63% in FY 2024/25**,** but only partially meeting its NDP III objectives over the five-year period. Performance was uneven across sub-programmes, with modest gains in literacy, savings, and diaspora engagement, while household participation, empowerment, and policy rollouts lagged. This reflects persistent gaps in translating awareness and mobilisation into tangible socio-economic transformation.

At programme outcome level, adult literacy improved from 69% in 2020/21 to 73% in 2024/25, although this remained below the NDP III target of 80%. Household participation in government programmes, supported through the PDM and *Emyooga* initiatives, rose from 6% to 8.5%, yet this performance fell short of the 15% target. Household savings stagnated at about 10% throughout NDP III, far below the planned growth target, thereby limiting progress in financial inclusion and income growth.

Civic education broadened in reach, with stronger mobilisation in Kampala, Jinja, Lira, Arua, Mbarara Cities and Iganga District, reflecting success in inclusion and empowerment. However, public awareness of government programmes stayed at 0%, far below the 33% target.

Dissemination of the National Family Policy stalled, Kiswahili promotion remained negligible at 0.3%, and harmful cultural practices slightly increased to 0.38%, especially in the Sebei Region.

At intermediate outcome level, performance remained unsatisfactory across the two years. In FY 2024/25, the proportion of the population informed about national programmes was still at 0%, against a 33% target, reflecting weak civic education and outreach. Similarly, institutional support for vulnerable and marginalised groups collapsed from a baseline of 35% to 0%, compared to 5% in FY 2023/24, underscoring the absence of effective empowerment frameworks. Youth engagement in national service was also stagnant at 0% in FY 2024/25, unchanged from the previous year, due to the non-operationalisation of the planned national service framework.

Sub-Programme Performance

Overall performance across the CMMC Programme in FY 2024/25 was fair, averaging 63%. The programme registered modest gains in awareness creation, which scored 68% against the overall performance. Delivery of socio-economic outcomes such as household savings, empowerment of vulnerable groups, and youth engagement in national service remained weak, limiting the broader impact. Awareness creation and policy dissemination improved, but weak funding, fragmented coordination, and institutional gaps constrained the translation of outputs into behavioural change, socio-economic participation, and empowerment.

Community Sensitisation and Empowerment: The sub-programme registered fair performance at 68% in FY2024/25, an improvement from 65% in FY2023/24. Out of the nine planned outputs, four were successfully delivered. These included dissemination of the revised National Culture Policy in more than 90 districts, extensive media campaigns, and civic education drives. These activities helped to strengthen public awareness and expand platforms for citizen engagement.

At outcome level, household participation in government initiatives increased slightly from 7.8% to 8.5%, against the 15% target. However, household savings remained stagnant at 10%, below the planned 18%. This reflects a gap between mobilisation achievements, which generated awareness, and the intended behavioural change outcomes, particularly in financial inclusion and community empowerment.

Civic Education and Mindset Change: The sub-programme recorded fair performance at 62%, a marginal improvement from 61% in FY 2023/24. Key outputs were delivered, including civic education sessions, public debates, training of Community Development Officers, and dissemination of digital content. However, critical outcome targets were missed. Youth engagement in national service remained at 0%, against the 30% target, while public awareness of government programmes stayed negligible at 0%, against the 33% target. These gaps limited the sub-programme’s impact, despite modest progress in civic awareness across urban centres.

Strengthening Institutional Support: The sub-programme recorded fair performance, declining slightly to 56% in FY 2024/25 from 58% in FY 2023/24, against a planned target of 70%. Some capacity-building workshops were conducted for cultural and religious institutions, and community mobilisation structures were initiated. However, the empowerment of vulnerable and marginalised groups registered 0% progress, against a 20% planned target, remaining at the baseline level of 35%. The rollout of the National Family Policy stalled, and underfunding further weakened results. In addition, harmful cultural practices persisted, undermining overall achievements.

Contribution of CCMC Programme to the Parish Development Model (PDM)

1. **Community Entry and Household Enrolment**: The programme mobilised households into the PDM Programme using *barazas*, parish assemblies, and radio shows. This boosted parish meeting attendance and Savings and Credit Cooperative Organisation (SACCO) registration, with examples from Iganga, Lira City West, and Mbarara City.
2. **Mindset Change and Enterprise Selection**: Through Social and Behaviour Change Communication, households shifted from dependency to productivity and adopted viable enterprises. For instance, Lira District households took up poultry and piggery, Mbarara City farmers expanded dairy and coffee, and Ntoroko District communities embraced fish farming and banana cultivation.
3. **Governance and Compliance at the Parish Level**: The programme strengthened governance by training Parish Chiefs, committees, and SACCO leaders on transparency and record-keeping. In Hoima and Gulu Cities, joint clinics improved records and accountability, and reduced elite capture.
4. **Financial Literacy and Savings Mobilisation**: The CMMC Programme enhanced households' financial literacy, savings culture, and loan repayment. In Jinja and Kamuli, integration of Village Savings Loans Associations (VSLAs) into SACCOs expanded savings and credit access, especially for women and youth.
5. **Inclusion and Empowerment of Marginalised Groups**: The programme promoted equity by including women, youth, and persons with disabilities (PWDs) in PDM structures. In Arua City, women's saving groups were integrated into SACCOs, while in Iganga District, disability-inclusive planning enabled access to funds for enterprises like poultry and tailoring.

Key Challenges

1. Continued misalignment of outputs with transformation objectives led to low outcome impact despite output delivery.
2. Staffing gaps and inadequate retooling limited the ability to effectively mobilise communities, with under-staffed districts.
3. Fragmented coordination among implementing agencies resulted in duplication of activities and resource inefficiencies.
4. Low adoption and utilisation of the Community Development Management Information System (CDMIS) limited real-time monitoring and evidence-based decision-making.

Lessons Learnt

1. Efficient fund utilisation must be matched with results-based planning and stronger linkage of outputs to tangible transformation. Although 94% of funds were released and 96% spent, physical and outcome results remained below target. This shows that financial absorption did not equal transformation.
2. There is need for stronger institutional and digital systems as inadequate retooling at Local Government level and the non-functional CDMIS undermined delivery.
3. Fragmented coordination impacted service delivery. Overlapping activities among MDAs and cultural institutions led to duplication and inefficiencies. This underlined the need for a harmonised national coordination mechanism to ensure coherence and efficiency.

Conclusion

In FY2024/25, the Programme achieved an overall performance was fair with a score of 63%**,** up from 57% in FY2023/24**,** reflecting modest improvement but continued underperformance against NDPIII objectives. Financial absorption was high, yet physical results lagged, with most programme outcome indicators such as citizen awareness, family and parenting interventions, Kiswahili promotion, and social cohesion showing little or no measurable progress. At the intermediate level, outputs like sensitisation campaigns, parenting manuals, and civic education drives were delivered, but their limited scale, inconsistent quality, and weak follow-up meant they had minimal impact on outcomes. Sub-programme performance was therefore uneven, with activities implemented in selected districts but lacking national reach. Overall, the programme demonstrated progress in execution but remained constrained by poor coordination, inadequate funding, and weak monitoring systems, leaving its transformative potential largely unrealised.

Key Recommendations

1. The Ministry of Gender, Labour and Social Development should conduct a national capacity assessment and retool Community Development Officers (CDOs) and Parish Chiefs, with a focus on strengthening civic education delivery and integrating digital mobilisation tools.
2. The Office of the Prime Minister should operationalise a national coordination mechanism to streamline delivery and reporting between Ministries, Departments, Agencies, Local Governments, and cultural institutions, ensuring efficient use of resources and avoiding duplication in districts.
3. The National Planning Authority should enforce results-based budgeting to ensure that programme outputs directly contribute to measurable transformation outcomes, particularly in community participation and empowerment indicators.
4. The Local Governments should be supported to deploy digital civic engagement platforms and fully operationalise the CDMIS in all districts to enhance mobilisation, monitoring, and reporting efficiency.

CHAPTER 1: INTRODUCTION

1.1 Background

The Ministry of Finance, Planning and Economic Development (MoFPED) is mandated "to formulate sound economic policies, maximise revenue mobilisation, and ensure the efficient allocation and accountability of public resources to achieve the most rapid and sustainable economic growth and development".

Through the Budget Monitoring and Accountability Unit (BMAU), the Ministry systematically tracks the implementation of government programmes and projects by analysing changes in financial and physical performance indicators over time against set goals and targets. The work of the BMAU is closely aligned with budget execution, accountability, and service delivery frameworks.

Beginning in FY 2021/22, the BMAU adopted a Programme-Based Monitoring approach to assess performance against the targets and outcomes outlined in the Programme Implementation Action Plans (PIAPs) and Ministerial Policy Statements. Both semi-annual and annual field monitoring exercises are conducted to verify the receipt and utilisation of funds by user entities and beneficiaries, assess the outputs and intermediate outcomes achieved, and evaluate the level of gender and equity compliance within the budget execution process. The monitoring also examines the coherence between sub-programmes and identifies key implementation challenges.

The monitoring exercises covered a broad range of programmes, including: 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 the findings from the annual monitoring of the Community Mobilisation and Mindset Change Programme for the budget execution period from 1st July , 2024 to 30th June, 2025.

1.2 Community Mobilisation and Mindset Change Programme

The Community Mobilisation and Mindset Change (CMMC) Programme plays a pivotal role in advancing the NDP III goal of increasing household incomes and improving the quality of life of Ugandans. It does this through enhancing citizen participation, boosting productivity, promoting inclusiveness, and strengthening the social well-being of the population. The Ministry of Gender, Labour and Social Development (MoGLSD) serves as the lead agency for the programme, working in collaboration with key implementing partners, including the Ministry of Information, Communication Technology and National Guidance (MoICT&NG), the Ministry of Local Government (MoLG), the Uganda Registration Services Bureau (URSB), the Equal Opportunities Commission (EOC), the National Population Council (NPC), and Local

1.3 Programme Goal and Objectives

The programme's primary goal is to empower citizens, families, and communities to take greater responsibility and actively participate in sustainable national development. The programme is anchored on four key objectives: (i) To enhance the effective mobilisation of citizens, families, and communities for development; (ii) To strengthen the institutional capacity of Central and Local Governments, as well as non-state actors, for effective community mobilisation; (iii) To promote and instill the National Vision and value system among the population; and (iv) To reduce negative cultural practices and attitudes that hinder development.

1.4 Sub-Programmes

The programme is delivered through three sub-programmes:

i **Community Sensitisation and Empowerment**: The sub-programme focuses on raising awareness at household and community levels about government programmes, rights, and responsibilities. It equips citizens with knowledge and skills to engage productively in development processes, mobilises savings and investment culture, and strengthens community structures for service delivery.

ii **Strengthening Institutional Support**: The sub-programme aims at enhancing the capacity of Central and Local Government institutions, civil society, and community structures to coordinate, implement, and monitor mobilisation initiatives. This includes staffing support, training, provision of tools and equipment, and policy guidance to ensure effective and sustainable programme delivery.

iii **Civic Education and Mindset Change**: The sub-programme addresses attitudinal, moral, and behavioural barriers that hinder transformation. It promotes patriotism, integrity, and positive cultural values through civic education campaigns, dialogue platforms, and media engagement, with the goal of cultivating a responsible, active, and corruption-averse citizenry.

1.5 Programme Outcomes

The programme outcomes are:

(i) An informed and active citizenry;

(ii) (ii) Increased household savings;

(iii) Greater participation of the diaspora in national development processes;

(iv) Empowered communities actively engaged in development programmes;

(v) Improved staffing levels across key sectors;

(vi) Functional community development initiatives in place;

(vii) Improved morals, positive mindsets, attitudes, and patriotism;

(viii) A reduction in corruption cases; and

(ix) Elimination of harmful cultural practices.

1.6 Structure of the Report

The report is organised into four chapters: Chapter One presents the Introduction; Chapter Two outlines the Methodology; Chapter Three discusses Programme Performance; and Chapter Four provides the Conclusion and Recommendations.

CHAPTER 2: METHODOLOGY

2.1 Scope

This report presents findings from the interventions implemented under the CMMC Programme. The monitoring exercise focused on annual activities undertaken during FY 2024/25. All the 14 interventions implemented within the programme were monitored. The detailed interventions and planned outputs and intermediate indicators were assessed under each sub-programme, Ministry, Department, and Agency (MDA), Vote, and Local Government, and are provided in Annex 1.

The selection of interventions to monitor was based on the following criteria:

i Significant contribution to the programme objectives and national priorities.
ii Level of investment: Interventions that had a higher allocation of funds were prioritised.
iii Planned outputs whose implementation commenced in the year of review, whether directly financed or not. In some instances, rolled-over interventions were prioritised.
iv Interventions that had clearly articulated gender and equity commitments in the policy documents.

The institutions focused on were the Ministry of Gender, Labour and Social Development (MoGLSD), the Ministry of Information, Communication Technology and National Guidance (MOICT&NG), the Equal Opportunities Commission (EOC), the Uganda Registration Services Bureau (URSB), and Local Governments (LGs). Other institutions reviewed included the Ministry of Local Government (MoLG), the Office of the President (OP), and the National Population Council (NPC).

2.2 Approach and Methods

Both qualitative and quantitative methods were used during the annual monitoring exercise. The physical performance of projects and interventions, including planned outputs, was assessed through the monitoring of a range of indicators. Progress was systematically linked to the corresponding expenditure and physical achievements reported.

A combination of random and purposive sampling techniques was applied in selecting sub-interventions and outputs from the Programme Implementation Action Plans (PIAPs), Ministerial Policy Statements (MPSs), and progress reports of the respective Ministries, Departments, Agencies, and Local Governments (MDALGs) for monitoring purposes.

To facilitate the mapping of PIAP interventions against the annual targets outlined in the Vote MPSs and quarterly work plans, a multi-stage sampling approach was undertaken across four levels: (i) sub-programmes; (ii) sub-sub-programmes; (iii) Local Governments; and (iv) beneficiaries.

2.3 Data Collection

Secondary data collection involved an extensive literature review of key policy and planning documents, including the FY 2024/25 Ministerial Policy Statements (MPSs), National and Programme Budget Framework Papers (BFPs), Programme Implementation Action Plans (PIAPs), the Third National Development Plan (NDP III), quarterly progress reports, work plans of the respective implementing agencies and Local Governments (LGs), annual performance reports, the National Budget Speech, strategic plans, relevant policy documents, and reports for selected programmes. Data was also reviewed and analysed from the Integrated Financial Management System (IFMS), the Programme Budgeting System (PBS), the national budget website, and quarterly and annual performance reports submitted by various implementing agencies.

Primary data collection methods included consultations and key informant interviews with Chief Administrative Officers (CAOs), District Planners, Community Development Officers, Parish Chiefs, and Coordinators across different implementation levels. Field visits were conducted to various MDAs and LGs to collect primary data, observe activities, and document findings through photography. Additionally, follow-up call-backs were made where necessary to triangulate and validate the information obtained.

2.4 Data Analysis

The data was analysed using both qualitative and quantitative methods. Qualitative data was organised into constructs, themes, and patterns to explain events among beneficiaries. Two techniques were used: interpretive analysis to explain emerging trends; and reflective analysis, where the monitoring teams provided an objective understanding of field events.

Quantitative data was analysed using advanced Excel tools to aid interpretation. Comparative analysis was conducted using percentages and averages to assess outputs, interventions, and overall scores. The performance of outputs, interventions, and indicators was measured as a percentage of the annual targets achieved. Sub-programme scores were calculated as a weighted average of the outputs and intermediate outcomes in a ratio of 65% to 35%, respectively.

The overall programme performance was determined as the average of the individual sub-programme scores. Performance ratings for the programme and sub-programmes followed the criteria outlined in **Table 2.1.**

A colour-coded system was used to show the level of achievement: green for very good performance; yellow for good; light gold for fair; and red for poor. Financial performance was assessed by comparing total expenditure against the total funds released.

Table 2.1: Assessment guide to measure performance in FY 2024/25

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

In adherence to ethical standards governing monitoring and evaluation processes, introductory letters were issued by the Permanent Secretary/Secretary to the Treasury to the respective Ministries, Departments and Agencies (MDAs), and Local Governments (LGs) targeted for monitoring. Prior to the commencement of field activities, entry meetings were held with the Accounting Officers or their designated representatives to formally introduce the monitoring teams, clarify the objectives of the exercise, and establish mutual understanding and cooperation.

Informed consent was systematically sought from all respondents, including programme staff, project implementers, and beneficiaries. Participation was entirely voluntary, and respondents were assured of confidentiality and anonymity where necessary. Additionally, all interviews and consultations were conducted with respect for the dignity, privacy, and cultural sensitivities of participants.

The monitoring teams upheld principles of neutrality, transparency, and integrity throughout the exercise to ensure that the data collected was reliable, unbiased, and ethically sourced. Mechanisms were also put in place to allow respondents to decline participation or withdraw at any point without any repercussions.

2.6 Limitations

1. **Non-Adherence to Existing Frameworks (PIAP and NDP III)**: Lack of compliance with established frameworks such as the PIAP and NDP III resulted in the absence of harmonised baselines and performance benchmarks. Implementing entities, therefore, set varied targets, some of which were unrealistically high and others too low, making performance assessments inconsistent and less credible.

2. **Weak Linkage between Outputs and Outcomes**: In the absence of a common results chain, it was difficult to demonstrate how funded activities contributed to the intended outcomes. Most performance reports concentrated on completed outputs, yet failed to establish how these outputs translated into broader improvements in governance, service delivery, or citizen welfare. This gap reduced the effectiveness of overall impact measurement.

CHAPTER 3: PROGRAMME PERFORMANCE

3.1 Financial Performance

The programme was allocated USh 73.95 billion in FY 2024/25, of which 94% was released and 96% of releases was spent, showing strong absorption. Community Sensitisation and Empowerment performed best, while Civic Education and Mindset Change and Strengthening Institutional Support faced funding shortfalls. However, high financial absorption did not translate into achievement of outputs, as Strengthening Institutional Support delivered only 56% of planned activities due to procurement delays and misaligned spending. Overall, the programme demonstrated efficient fund use but weak physical performance, underscoring poor alignment between budgets, procurement, and output delivery.

3.2 Programme Physical Performance

The programme made fair progress in FY 2024/25. Adult literacy improved to 73%, against the NDP III target of 80%. Household participation in government development programmes rose to 8.5%, supported by the Parish Development Model (PDM) and *Emyooga* initiatives, though still below the 15% target. Diaspora engagement and civic education outreach in urban centres expanded to 42%, against a target of 60%. Some districts also recorded gains in empowering marginalised groups, particularly women and youth.

Despite these improvements, several targets remained unmet. Household savings stagnated at 10%, far below the 25% target for the period. Public awareness of government programmes remained at 0%, compared to the 70% target. Kiswahili promotion was negligible at 2%, against a target of 30%. Furthermore, harmful cultural practices, such as early marriages and gender-based discrimination, slightly increased by 3%, moving away from the target of reducing their prevalence to below 1% by 2025.

Performance varied across sub-programmes: Community Sensitisation and Empowerment scored 68%, Civic Education and Mindset Change 62%, and Strengthening Institutional Support 56%. While financial absorption was strong, physical and outcome results lagged, especially in the Northern and Eastern Regions. At the output level, policy dissemination, media campaigns, and civic drives exceeded targets, with positive examples in Iganga, Nwoya, and Mbarara. However, key initiatives like the National Family Policy rollout, digital civic campaigns, and the 15-Household Model underperformed

At the intermediate outcome level, none of the sub-programmes achieved their targets. Public awareness of government programmes remained at 0%, against the 33% target. Empowerment of vulnerable groups declined from 5% at the start of NDP III to 0%, well below the 20% target. Youth engagement in national service also stagnated at 0%, compared to the 30% target. These shortfalls point to weak institutional capacity, delays in establishing the necessary policy and legal frameworks, and limited community outreach and mobilisation. Detailed performance of the monitored intervention under the sub-programmes is discussed below.

3.3 Community Sensitisation and Empowerment Sub-Programme

Introduction

The Community Sensitisation and Empowerment Sub-Programme is a key pillar of Uganda's CMMC Programme, designed to mobilise families, communities, and citizens to actively participate in national development. Its goal is to build informed, empowered, and engaged communities that drive socio-economic transformation.

The sub-programme targeted several intermediate outcomes, including increasing the proportion of the population informed about national programmes from 0% to 33%, raising household participation in development initiatives from 0% to 33%, and improving the empowerment of vulnerable and marginalised groups from 0% to 20%. It also aims to raise household savings as a share of GDP from 14.97% in 2024 to 16.36% in 2025, strengthen community cohesion, and expand household engagement in cultural and creative enterprises to diversify incomes.

Implementation is led by the MoGLSD in collaboration with the EOC, MoICT&NG, and URSB, with technical guidance from the NPC. These agencies coordinate policies, mobilise stakeholders, and deliver interventions that enhance citizen participation and community empowerment.

During the financial year, the sub-programme implemented a set of strategic interventions designed to strengthen citizen engagement and foster inclusive participation in national development. These included:

1. **Community Mobilisation Strategy**: Reviewing and implementing a comprehensive strategy to harmonise outreach initiatives, enhance citizen engagement, and improve participation at both national and local government levels.
2. **National Civic Education Programme**: Developing and rolling out a nationwide programme to increase public awareness of rights, roles, and responsibilities of families and communities in governance and socio-economic development.
3. **Culture and Creativity for Household Empowerment**: Designing and implementing initiatives that encourage households to actively engage in cultural and creative enterprises as pathways for income generation, job creation, and the preservation of Uganda's rich cultural heritage.
4. **The 15-Household Model Rollout**: Expanding the implementation of the 15-Household Model as a framework for socio-economic empowerment aimed at boosting productivity, raising household incomes, and enhancing resilience through collective action and resource sharing.

   Through these interventions, the sub-programme sought to narrow the gap between public awareness and active participation, ensuring that informed citizens not only understand but also act in ways that advance Uganda's development objectives.

Financial Performance

The sub-programme achieved very high financial absorption of 97.5% of the USh 43.135 billion released. However, the spending pattern raised value-for-money concerns. About 83% of funds went to transfers for cultural and religious institutions, leaving limited resources for operational activities that directly support community mobilisation, civic education, and socio-economic empowerment.

While some outputs – such as support to cultural leaders and localised mobilisation – were delivered, key strategic initiatives like digital civic education campaigns and the 15-Household Model underperformed. Despite substantial funding, these registered modest results due to high expenditure on salaries and administrative costs rather than service delivery.

Physical Performance

The sub-programme achieved fair physical performance at 67.74% (**refer to Table 3.2**), with fair progress across interventions. Support to cultural and religious leaders performed best at 81.65%, while media campaigns and creative industry activities ranged between 70% and 80%. Digital civic education and the 15-Household Model underperformed at 50% due to limited operational resources and weak implementation structures.

Progress on intermediate outcomes was minimal. There was no verified data on population awareness of national programmes, household participation in development initiatives, empowerment of vulnerable groups, household savings, or engagement in cultural and creative industries, highlighting significant gaps in monitoring and evaluation

Table 3.2: Performance of the interventions as at 30th June , 2025

Intervention	Performance	Remarks
Review and implement a comprehensive community mobilisation (CMM) strategy		Achieved good performance at 74%, with expanded media partnerships and a parenting training manual disseminated.
Develop and implement a national civic education programme		Scored fair performance at 50%, using podcasts, blogs, and media campaigns to improve public knowledge, though rural reach was constrained by the absence of a fully integrated civic education framework.
Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation		Registered good performance at 78%, with URSB running more campaigns and MoGLSD supporting cultural priorities.
Implement the 15-Household Model for socio-economic empowerment		Performed poorly at 60%, limited to preparatory reports and assessments, with rollout delayed by misaligned outputs and insufficient local government capacity building.

Source: Author's Compilation

Detailed performance of the four interventions under the Community Sensitisation and Empowerment Sub-Programme is discussed in the subsequent section.

3.3.1 Reviewing and Implementing a Community Mobilisation and Empowerment Strategy

The Community Mobilisation and Empowerment Strategy (CMES) is a cross-sectoral initiative. Its aim is to stimulate mindset change, strengthen civic values, and increase household participation in socio-economic transformation. The strategy places households at the centre of behavioural change and it is implemented by the MoGLSD, in collaboration with the MoICT&NG and the National Population Council (NPC).

Specifically, the MoGLSD intended to: (i) disseminate the National Family Policy to 80 Local Governments (districts, cities, and municipalities); (ii) develop a Psychosocial Manual for Vulnerable Parents and Families; (iii) disseminate the Revised National Culture Policy to 80 Local Governments; (iv) disseminate a Training Manual on Parenting to 80 Local Governments; (v) provide media and communication support activities to Ministries, Departments and Agencies (MDAs), and Local Governments (LGs); (vi) engage print and electronic media in dissemination efforts; and (vii) monitor the performance and reach of print and electronic media campaigns. Additionally, the National Population Council (NPC) planned to: (viii) raise public awareness about the demographic dividend and sensitise communities to the impact of population dynamics on national development. The detailed intervention performance is highlighted below:

Dissemination of the National Family Policy to 80 Local Governments: This was not achieved. The policy remained under review by Cabinet throughout FY 2024/25. This limited guidance for family-focused programming at local level. Consequently, the percentage of households participating in development programmes remained low at 13%, against the annual target of 20%. In districts like Kalaki and Bundibugyo, CDOs reported that the absence of a harmonised family policy delayed the rollout of family strengthening sessions under parish development committees.

Dissemination of the Parenting Training Manual to 80 Local Governments: The Parenting Training Manual serves as a key guide for strengthening family values, promoting positive parenting, and addressing child neglect and abuse. It provided structured approaches for parents, community leaders, and service providers to encourage responsible fatherhood, shared caregiving, and constructive family dialogue. Monitoring findings showed that national coverage remained low and reached 34 [1] districts, representing 35% coverage, thereby constraining broad behavioural change. Utilisation was uneven while some districts actively applied the manuals in community dialogues, others left them unused in offices. Limited operational funds for District Community Development Officers (DCDOs) further hampered rollout to parishes and household clusters.

In districts with high rates of child neglect, community responsiveness to parenting dialogues remained weak despite awareness efforts, reflecting deeply rooted behavioural resistance. In Kiryandongo District, three parenting support groups were formed to conduct household dialogues. In Kitgum and Kibuku Districts, more than 300 local leaders, teachers, and health workers were trained in positive parenting. In Iganga District and Gulu City, the manuals were integrated into parish sensitisation meetings, although follow-up was inconsistent. These initiatives increased awareness and created entry points for community engagement, but their limited scale reduced the overall impact.

Dissemination of the Revised National Culture Policy to 80 Local Governments: The Revised National Culture Policy (2020) provides Uganda with a framework for safeguarding cultural heritage, strengthening creative industries, and integrating culture into socio-economic development. Its objectives include enhancing cultural identity, creating jobs in the creative economy, and linking culture with tourism, education, and community development.

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[1] Adjumani, Madi-Okollo, Koboko, Obongi, Terego, and Yumbe in West Nile Region; Kitgum, Kiryandongo, and Lamwo in Northern Region; Kaabong, Karenga, Kotido, Abim, Napak, Moroto, Nabilatuk, Nakapiripirit, and Amudat in Eastern Region; Kapchorwa, Kween, Tororo and Bukwo in Eastern

Region; Kasese, Isingiro, Kamwenge, Kikuube, Kyegegwa, Mubende, Ntungamo and Kassanda in Western Region; Kampala, Wakiso, Kamuli, Mukono in Central Region.

In FY 2024/25, the MoGLSD successfully disseminated the policy to all 80 Local Governments, meeting 100% of the annual target. Monitoring showed that 65% of Local Governments had integrated culture into their District Development Plans, exceeding the NDP III target of 50%. Positive results were noted in Mbarara City and Bushenyi District, where youth artisans were trained in traditional crafts and leatherwork, and in Jinja City, where cultural heritage was tied to tourism events, generating jobs and income for community-based organisations.

However, implementation remained uneven. In districts such as Lira and Katakwi, progress was limited due to funding constraints, staffing gaps, and the low prioritisation of culture compared to other sectors. This reduced the overall impact of the policy despite wide dissemination. To unlock its full potential, stronger financing, enhanced staffing, and closer integration of culture with tourism, livelihoods, and local economic development were required.

Development and Piloting of the Psychosocial Manual for Vulnerable Families: The MoGLSD together with development partners, developed and piloted a Psychosocial Support Manual for Vulnerable Families to strengthen trauma counselling, resilience, and referral systems. The manual was rolled out in 10 districts, including Bundibugyo, Kasese, Terego, and Amuria by training 120 community volunteers and social workers. In Kasese District, it was specifically applied to support families displaced by floods and landslides, with recovery. Performance limitations stemmed from inadequate financing and reliance on donor funding, weak supervision and follow-up of trained volunteers, and lack of integration with broader community development and social protection programmes. These factors limited sustainability and reduced the overall contribution of the manual to national outcomes.

Provision of media and communication support to MDAs and LGs: This was delivered through the Uganda Media Centre and the MoICT&NG. A total of 422 media activities were conducted across MDAs and LGs, against a plan of 276 on radio, television, and print platforms, surpassing the revised annual target. Communication officers in Gulu and Lira Cities, as well as Butaleja District adopted national content for local use and aired messages on PDM, family stability, and responsible citizenship. By the end of FY 2024/25, the proportion of the population aware of government programmes rose to 74%, surpassing the NDP III target of 63%. In Lira City, survey feedback indicated that 71% of residents could recall PDM messages broadcast through Lira FM, and 62% could link messages to parish-level development activities.

Engagement of print and electronic media in dissemination of government messages: This was conducted through four thematic campaigns on civic education, family strengthening, population dynamics, and service delivery. In West Nile, Radio Pacis hosted live town hall discussions on shared parenting and male involvement in child welfare, which were later replicated in the Teso sub-region by Voice of Teso FM. Despite wide coverage, impact remained uneven in hard-to-reach areas in communities with no radios. Although message recall was high in broadcast zones, gaps in community mobilisation limited uptake, particularly among elderly-headed households and isolated youth groups.

Monitoring of media campaign performance and reach: This was piloted in 20 districts using a digital tracking tool developed by the MoICT&NG. For example, Iganga and Bushenyi Districts recorded increased audience engagement and listener feedback. However, limited training and poor internet connectivity restricted its broader adoption. Without national rollout of this tool, data on message effectiveness and behavioural conversion remained fragmented, making it difficult to assess real-time influence or adjust outreach strategies.

Despite these achievements, the intervention fell short of its full transformational potential due to key operational constraints. While awareness of government programmes rose above the NDP III target to 74%, household participation remained below13%, signaling a major performance gap between knowledge and action. This disconnect was largely attributed to underinvestment in community-based follow-up, staffing shortages, and weak localisation of the Parenting and Psychosocial manuals.

3.3.2 Developing and Implementing a National Civic Education Programme

The intervention is designed to enhance public awareness of the roles and responsibilities of families, communities, and individual citizens in national development. It is implemented under a broader strategy to promote household engagement in culture and creative industries as a means of income generation. The EOC and the MoICT&NG were the lead implementing agencies.

In the FY 2024/25, the intervention focused on six key outputs: (i) Quarterly coordination and oversight of the Education, Training, Information, and Communication (ETIC) Department; (ii) Mobilisation of marginalised and vulnerable populations through national commemorative events; (iii) Implementation of digital media campaigns to raise awareness about government programmes; (iv) Coordination and monitoring of public education campaigns on broadcast media; (v) Promotion of key government initiatives through podcasts and blog posts; and (vi) Publication and dissemination of achievements related to national programmes and campaigns across 100 MDAs.

By the end of the financial year, the intervention had registered a fair performance of 50%, with varying degrees of progress across the planned outputs. Detailed performance is given below:

Quarterly executive Coordination and Oversight of the Education, Training, Information, and Communication (ETIC) Department: In FY 2024/25, the EOC conducted quarterly oversight of the ETIC Department to assess youth participation in flagship programmes such as the PDM and *Emyooga*. Oversight findings showed strong progress in Hoima City, as well as Iganga and Mukono Districts, where youth groups invested in agricultural cooperatives, boda-boda transport, grain milling, and poultry projects. These activities raised household earnings by an estimated 18%, compared to the previous year, largely due to simplified enrolment processes and targeted mobilisation.

However, uptake was much lower in Wakiso and Kagadi Districts because of complex eligibility requirements, limited sensitisation, delayed funding, and weak post-disbursement follow-up. In Kikuube and Nwoya Districts, participation improved after follow-up visits and refresher training, but results remained below target due to insufficient technical backstopping. The Commission noted that where awareness campaigns were intensified and technical support strengthened, youth participation increased up to 25%, confirming the importance of effective mobilisation.

Overall, youth participation in PDM and *Emyooga* increased. However, it was below target and this was attributed to slow disbursements, weak supervision, and capacity gaps in financial management, which limit sustainability and equitable access across districts.

Mobilisation of marginalised and vulnerable groups through commemoration of international days: National commemoration events served as high-impact platforms for mobilising marginalised and vulnerable groups. During International Youth Day in Soroti District, under the theme *"Skills Development for Youth"*, the EOC promoted practical skills training to boost employability. Follow-up in Isingiro District and Mbarara City confirmed that 40% of trainees from the event were engaged in income-generating activities within six months, particularly in tailoring, hairdressing, and ICT services.

The International Day for Persons with Disabilities in Kumi District brought together 80 disability community members and 20 district officials to address inclusion in education and employment. This engagement yielded tangible outcomes for example in Iganga District, sign language interpretation was introduced at district-level planning meetings; while in Nwoya District PDM application procedures for persons with disabilities (PWDs) led to a 17% increase in successful applications.

Digital media campaigns on government programmes: The MoICT&NG delivered digital campaigns for 24 MDAs during the Manifesto Accountability Month, amplifying programme visibility to over 500,000 online users. The Uganda Investment Authority's campaign on industrial parks attracted over 1,000 investment inquiries, while the Ministry of Health's hepatitis B awareness drive achieved high engagement in Northern Uganda.
In Hoima City, online agricultural extension sessions on coffee and cocoa management led to a 32% increase in the adoption of improved varieties within three months. In Kikuube District, similar digital outreach reinforced uptake among farming households, strengthening both awareness and practice in sustainable production. In Nwoya District, social media campaigns directly influenced farmer registration for PDM activities, which rose by 35%, compared to the previous quarter.

Overall, these outcomes confirmed that targeted digital communication not only expanded public reach but also converted awareness into measurable participation in government programmes, with engagement increasing by 22%.

Coordination and monitoring of public education campaigns on broadcast media: Broadcast media campaigns coordinated by the MoICT&NG ensured broad geographical coverage and content tailored to local contexts. Interactive talk shows in Mbale and Mbarara Cities and Isingiro District enabled citizens to directly engage with local leaders, leading to quicker resolution of eligibility and access concerns for *Emyooga* and PDM.

In the Kigezi sub-region, televised PDM campaigns drove a 28% rise in training attendance among women and youth, while in Iganga District, radio-led clarification on *Emyooga* eligibility improved application success rates by 22%. These outcomes demonstrated that consistent, localised messaging across radio and television can significantly boost beneficiary uptake and satisfaction.

Government programmes promoted through podcasts and blog posts: Podcasts and blog posts produced by the MoICT&NG covered topics such as health innovation, tourism, infrastructure, and agricultural marketing, and were disseminated via Spotify, Apple Podcasts, and official portals. In Kagadi District, a podcast on improved cassava processing prompted 15 farmer groups to adopt new drying techniques, reducing post-harvest losses by 40%. In Hoima City, digital skills training content for SMEs featured in a blog led to partnerships with online marketplaces, increasing sales volumes for featured businesses by 20%. Audience analytics showed a steady monthly increase in downloads and listens, indicating growing citizen appetite for on-demand government information.

Publication and dissemination of national programme achievements: By coordinating the publication and dissemination of achievements across over 24 out of 100 MDAs, the MoICT&NG enhanced transparency and public trust. In Lira City, infographics on PDM outcomes led to more community members attending parish meetings to demand updates on fund utilisation.

While in Mbale City and Bushenyi District , *Emyooga* success story broadcasts inspired the registration of over 50 new groups. In Hoima City, publicising oil-region infrastructure progress strengthened citizen confidence in planned investments, while in Mbarara City agricultural success stories disseminated online encouraged replication of best practices, leading to new dairy cooperatives being formed in neighbouring districts.

3.3.3 Design and Implementation of a Programme to Promote Household Engagement in Culture and Creative Industries for Income Generation

Introduction

This intervention sought to mobilise families, communities, and individual citizens to actively participate in Uganda's culture and creative industries as a catalyst for household income generation and inclusive national development. It focused on strengthening grassroots cultural initiatives, reinforcing traditional leadership structures, and promoting the formalisation and monetisation of intellectual property. The MoGLSD, in partnership with the URSB, jointly led implementation during FY 2024/25.

The planned outputs for FY 2024/25 were to: (i) provide monitoring and technical backstopping to 80 Local Governments to strengthen the implementation of the National Culture Priority Interventions and the Family and Parenting Guidelines; (ii) facilitate 17 gazetted traditional and cultural leaders with monthly emoluments to enhance grassroots mobilisation for government programmes; and (iii) conduct four mass media campaigns to raise awareness about URSB registration services.

Additionally, the planned outputs were to: (iv) organise four regional community engagements to promote cultural entrepreneurship and intellectual property awareness; (v) implement a national Customer Engagement Week to improve public service delivery and increase the registration of creative works; (vi) procure and disseminate 100 promotional materials to support public education; and (vii) build the capacity of Collective Management Organisations (CMOs) and train local artists on intellectual property rights, copyright registration, and licensing procedures.

Performance

The intervention achieved good performance of 78%, with notable progress in public sensitisation, institutional capacity building, and advocacy for the rights of creatives. However, these achievements did not fully translate into household-level income improvements. The proportion of households engaged in income-generating cultural and creative enterprises increased from 6% in FY 2023/2024 to 9% in FY 2024/2025, still below the annual target of 15%. Intellectual property registration also rose to 24%, compared to a 30% target, with Masaka City recording notable progress following mobile drives by the URSB.

Overall, while the intervention strengthened awareness and legal protection mechanisms, livelihood outcomes for households remained modest. Gaps in financing, market access, and enterprise development support continue to constrain impact, pointing to the need for stronger direct support to cultural and creative enterprises.

Monitoring and technical backstopping to 80 Local Governments: The MoGLSD provided technical support to 54[2] out of the planned 80 Local Governments to strengthen implementation of the national culture priority interventions and the Family and Parenting Guidelines.

In districts such as Rubirizi, Agago, Katakwi, and Mukono, community dialogues were organised to promote positive parenting and cultural preservation. In Katakwi Distrct local theatre was used to communicate family values and non-violent child upbringing, drawing participation from over 200 households. In Rubirizi District, collaboration with church leaders and primary schools promoted intergenerational dialogue on cultural identity and parenting. The technical backstopping activities improved awareness of family strengthening approaches and supported the revival of community-based child protection structures. Feedback from Local Governments indicated a stronger integration of parenting messages in parish-level community development meetings.

Mass media campaigns on URSB registration services: The URSB implemented 9 mass media campaigns to promote URSB registration services. The campaigns featured 270 radio spot adverts, 44 radio talk shows aired on stations nationwide, and 19 newspaper supplements. Sixty digital stories were published, including targeted social media campaigns, to enhance public awareness. Thirty-one regional and community engagements were conducted in districts and cities as follows: Mbarara City (5), Tororo (1), Mbale City (4), Gulu City (2), Lira (2), Jinja City (2), Masaka City (2), Lugazi, Kasese, Mukono (3), Wakiso, Gayaza, Migyera and Kampala areas. One customer engagement week was successfully conducted and concluded.

Regional engagements on cultural entrepreneurship and intellectual property (IP) rights: The URSB surpassed its target by conducting 11 regional community engagement sessions across Uganda. These sessions were held in Arua, Mbale, and Fort Portal Cities, as well as Moroto and Masindi Districts where artists, musicians, and cultural entrepreneurs received training on formalisation of businesses, copyright procedures, and licensing. In Fort Portal City , local artists formed a cultural innovation group following the engagement, which now supports members in processing trademark and copyright applications.

The engagements contributed to improved knowledge of the legal and financial benefits of formalising creative enterprises. Field assessments showed that participants in Masindi District began registering music and crafts under group copyrights, marking a shift from informal operations.

Implementation of National Customer Engagement Week: The URSB conducted a National Customer Engagement Week to improve service delivery awareness and foster citizen feedback on registration processes. This event included exhibitions and mobile legal clinics in Mbale and Hoima and Entebbe Cities. While the campaign was effective in towns, coverage in rural sub-counties remained limited. In Hoima City , 35 artists registered their works during the event, but sub-county leaders in Kyangwali, Kikuube Distrct reported low reach due to transport and language barriers. The engagement week improved visibility and accessibility of URSB services in urban areas but highlighted the need for targeted inclusion of digitally and geographically underserved communities.

Capacity building and training of CMOs and local artists on IP rights in the culture and creative industry: The URSB conducted eight capacity-building sessions for Collective

[2] Kaabong, Karenga, Kotido, Abim, Napak, Moroto, Nabilatuk, Nakapiripirit, Amudat, Kapchorwa, Kween and Bukwo, Kasese, Isingiro, Kamwenge, Kikuube, Kyegegwa, Mubende, Ntungamo, Kassanda, Kampala, Wakiso, Kamuli, Mukono and Tororo, Adjumani, Madi-Okollo, Koboko, Obongi, Terego,Yumbe, Kiryandongo, Kitgum, Lamwo, Jinja, Luuka, Bugwere, Mbale, Butaleja, Bududa, Kiruhura, Kazo, Mbarara, Kabaale, Rukiga, Kisoro, Rwampara, Ibanda, Bunyangabu, Kitagwenda, Kabarole, Rubanda, Pallisa and Masaka.

Management Organisations (CMOs), board executives, hotel owners, and local artists, reaching 260 participants (62% male, 38% female) and surpassing the target of 200 beneficiaries. Alongside these, three joint monitoring and evaluation activities were held with the Uganda Performance Rights Society (UPRS) and Uganda Reproduction Rights Organisation (URRO) to assess compliance and rights management.

Regionally, stakeholders in West Nile were sensitised on intellectual property rights and registration, while in Soroti City the training led to the creation of a musicians' cooperative. These efforts directly resulted in the registration of 14 new creative works, exceeding the annual target of 10.

Overall, the interventions strengthened the formalisation of Uganda's creative sector, which contributes 3% to GDP and employs over 500,000 people. Reported outcomes included improved awareness of IP rights, stronger governance among CMOs, and greater willingness by local artists to protect and commercialise their works.

3.3.4 Design and Implementation of the 15-Household Model for Socio-economic Empowerment

The 15-Household Model is a grassroots-based strategy designed to mobilise families into clusters of 15 households, using existing women-led community structures at the LG level. The model promotes bottom-up transformation by fostering household visioning, mindset change, and practical skills acquisition, with the overall aim of enhancing participation in Uganda's socio-economic development agenda. It directly contributes to the objectives of the PDM and NDP III by encouraging self-reliance, productivity, and community-based development.

During FY 2024/25, the MoGLSD planned the following key outputs under the intervention:

i. Development of the National Adult Learning Qualification Framework; ii. Nationwide dissemination of the CMES; iii. Preparation of the Adult Learning and Education Systems Assessment Report for 20 Local Governments; iv. Capacity building for 30 Local Governments on PDM household visioning; v. Diagnostic assessments for programming 10 Rural Training Centres (RTCs); vi. Mentorship of 15 Local Governments on the MoGLSD Open Data Kit (ODK) for nutrition performance monitoring; vii. Routine technical support supervision and joint monitoring of the community development function in 60 Local Governments; and viii. Training of 300 stakeholders on the Integrated Community Learning for Wealth Creation (ICOLEW) Programme across 30 Local Governments.

Detailed intervention and outputs performance was as set out below:

Performance

The intervention registered fair performance at 68% in FY 2024/25, with implementation largely focused on strengthening institutional systems and capacity building rather than directly addressing household-level transformation. As a result, the proportion of households participating in development initiatives increased only slightly from 6% to 8.5%, well below the annual target of 20%. Public awareness of national programmes exceeded expectations, reaching 72% against a target of 63%, while the empowerment of vulnerable and marginalised groups rose to 12%, still far short of the intended 40%.

At the outcome level, awareness creation surpassed the target, reflecting effective information dissemination and media outreach. However, household-level outcomes such as participation in government programmes, financial inclusion, and empowerment of marginalised groups remained below target. This imbalance between strong awareness gains and limited household transformation shows that the intervention's achievements were not fully translated into socio-economic outcomes.

Although progress was made in building institutional capacity and expanding awareness, the intervention underperformed in delivering measurable household-level outcomes. Going forward, implementation will need to shift toward direct community engagement, follow-up support, and livelihood-enhancing activities if the intended socio-economic transformation is to be realised. The detailed output performance is presented in the sections below:

National Adult Learning Qualification Framework: The National Adult Learning Qualification Framework (NALQF) was developed by the MoGLSD in collaboration with the National Council for Higher Education (NCHE), as part of efforts to integrate adult education into Uganda's national qualifications system. The objective of the framework is to formalise adult learning pathways, standardise certification, and provide equivalency with other qualifications, thereby enabling adult learners to progress into further education, training, or employment opportunities.

The framework was successfully developed and submitted to Cabinet for consideration. While this marked an important milestone in advancing Uganda's human capital development under Vision 2040, Cabinet approval is still pending. As a result, the framework has not yet been operationalised, and the rollout of actual certification programmes has been delayed.

Community Mobilisation and Empowerment Strategy (CMES) 2022 disseminated across the country: The CMES 2022 was developed by the MoGLSD and distributed to 176 District Community Development Officers (DCDOs) as planned. Although dissemination was achieved, utilisation was weak due to limited funding, poor coordination, and absence of a monitoring framework. In many districts, the strategy was referenced in planning but not applied at parish level.

Community training by CDO Nyabutanzi on PDM community mobilisation and mindset change at Nyabutanzi LC1, Kamuraza, Nyabutanzi Sub-County, Kagadi District

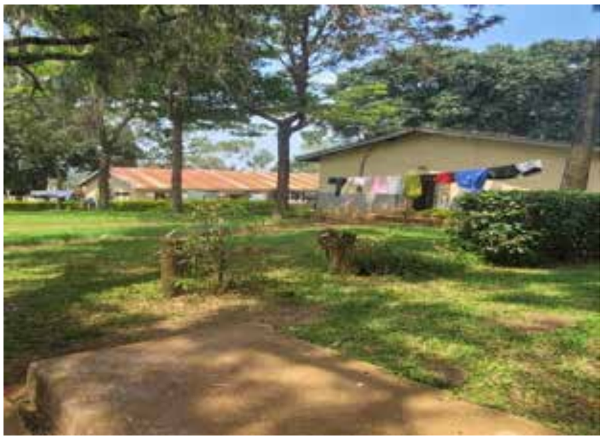
A positive example came from Kagadi District, where CDOs trained under the PDM, led to the creation of 12 new community groups and improved savings behaviour. However, challenges persisted, including transport gaps for CDOs, unclear PDM loan guidelines, low involvement of extension staff, and lack of environmental integration. Recommendations included adopting project-based financing, regular reviews of beneficiary groups, establishing model parishes for peer learning, and refresher training for local leaders, with emphasis on gender-responsive monitoring to ensure inclusive participation.

Education Systems Assessment Report: The MoGLSD carried out an assessment across 20 LGs to identify gaps in adult learning systems. The assessment examined the availability and condition of functional adult literacy centres, community demand for literacy and livelihood skills, district capacity to integrate non-formal education into development planning, and learner enrolment and retention.

Findings revealed high demand for adult learning, but limited service delivery. In Katakwi District, communities expressed strong interest in literacy and agricultural skills for income improvement, yet no framework existed to expand these programmes. In Rubirizi District, learners requested literacy classes linked to agribusiness and financial literacy, but districts lacked programming to respond. In Arua City, severe staff shortages were noted, with only two facilitators serving more than 15 parishes, reducing both outreach and quality. In Iganga District, although literacy classes were running, enrolment declined due to shortages of teaching materials and weak learner support.

Overall, the assessment provided valuable evidence for planning but had not yet translated into better service delivery or increased enrolment. The results highlighted the need for the MoGLSD and LGs to expand investment in community learning centres, recruit and train more facilitators, and establish monitoring systems to ensure that planning efforts are effectively implemented.

Rural Training Centres (RTCs) diagnostics in 10 centres: The MoGLSD assessed ten Rural Training Centres (RTCs), i.e. Arapai, Nakaloke, Mubende, Pece, Ngetta , Bunyoro, Moroto, Tororo, Kikungiri, and Ombaci, and found mixed performance. Most had basic structural integrity but were poorly equipped, relied on outdated curricula, and lacked retooling. Kikungiri Sub-County in Kabale District and Nakaloke Sub-County in Mbale City were in poor condition, though Kikungiri remained inclusive for PWDs. Mubende was relatively functional but faced deteriorating facilities and weak post-training support, while the RTC in Hoima City was converted to a midwifery school, creating a service gap in the Bunyoro Region.



L-R: Formerly Bunyoro Rural Training Centre, now housing Hoima Nursing and Midwifery Institute

The MoGLSD, in partnership with Local Governments and supported by MoFPED, should rehabilitate dilapidated centres, update curricula, and provide modern equipment. Local Governments should ensure regular maintenance, while Government, development partners, and the private sector should support retooling, starter kits, mentorship, and affordable finance to strengthen employment outcomes. A new vocational training centre should be established in Hoima City to fill the gap, and stronger partnerships with industries are needed to expand internships and job linkages.

Capacity Building on household visioning: The training was conducted by the MoGLSD in collaboration with district technical teams and parish-level extension workers. The training was conducted in 30 LGs to strengthen frontline staff capacity in supporting households to prepare visioning plans aligned with the seven pillars of the PDM. A total of 300 participants were trained – 185 men and 115 women, including CDOs, Parish Chiefs, Parish Development Committee members, and selected household representatives. The sessions covered household visioning and long-term planning, linking plans to parish enterprise selection, community mobilisation, and monitoring frameworks.

Progress was observed in Kyenjojo District and Lira City, where parishes began integrating household development plans into enterprise selection, showing early alignment of household priorities with parish-level interventions.

However, several challenges persisted, including weak monitoring and follow-up systems, and limited evidence of household-level implementation. Officers lacked facilitation, especially transport and operational resources, which hampered regular technical support. Household participation was low in some districts due to limited sensitisation, and women's involvement remained lower than men's despite their central role in household decision-making. In addition, inconsistencies in training content across districts created uneven capacity, while funding shortfalls constrained coverage, leaving some parishes and households unreached.

Mentorship on Open Data Kit (ODK) data management for nutrition performance: The Ministry of Gender, Labour and Social Development (MoGLSD), working with technical consultants, conducted mentorship on the Open Data Kit (ODK) platform across 15 Local Governments to strengthen nutrition performance monitoring. The mentorship targeted District Nutrition Focal Persons, Community Development Officers, and frontline health workers. A total of 150 officers were trained, comprising 88 males and 62 females, against a target of 150. This means the programme successfully achieved its training target. The participants gained practical skills in using ODK-enabled devices for real-time data collection, reporting, and analysis of nutrition services.

The training led to noticeable improvements in nutrition outcomes. For example, in Kiryandongo District, nutrition service coverage increased by 30%. Rukiga District recorded an improvement in nutrition education scores from 45% to 75%, while Isingiro District registered better maternal and child feeding practices through improved antenatal nutrition attendance and breastfeeding counselling.

The initiative also promoted accountability and transparency by linking household-level nutrition data to central reporting systems, which enabled quicker detection of gaps and strengthened evidence-based planning.

Despite these achievements, several constraints were observed. Implementation was limited by weak ICT infrastructure, low digital literacy among some officers, and inconsistencies in data capture. Heavy reliance on external consultants raised sustainability concerns, as did the limited funding available for follow-up, verification, and refresher training. These challenges affected the reliability and continuity of the initiative.

To sustain the gains made, there is need to build stronger local capacity, standardise reporting systems across districts, and ensure reliable financing to embed ODK-based data management in routine nutrition monitoring.

Routine technical supervision and monitoring of community development function: During field visits it was found that joint technical supervision and monitoring of the community development function had been undertaken by the MoGLSD in collaboration with

Local Governments and partners across 60 districts. The exercise reached 254 CDOs (174 male and 80 female). The supervision assessed the functionality of community development structures, effectiveness of mobilisation models such as the 15-household approach, progress in gender and child protection, uptake of livelihood and savings initiatives, and the use of radio and parish dialogues for civic awareness.

Several positive outcomes were reported in several districts. For example, in Rukiga District average household incomes increased by 35% following enhanced cooperative-based farming and improved market linkages. In Gulu City, there was a 40% improvement in child protection and nutrition service uptake, attributed to strong community participation through village health teams and parent groups. In Mubende District, local vigilance on Gender-Based Violence (GBV) was reinforced through parish dialogues and radio programmes that strengthened reporting and response mechanisms.

Overall, the supervision enhanced the community development function by improving coordination and accountability at district and parish levels, strengthening the role of CDOs, and integrating civic education with socio-economic initiatives. However, it also emphasised that sustaining these gains will require continued technical backstopping and facilitation.

Training of stakeholders on the Integrated Community Learning for Wealth Creation (ICOLEW): In FY 2024/25, the Ministry of Gender, Labour and Social Development trained 300 stakeholders across 30 Local Governments. The participants comprised 180 women and 120 men, including Parish Chiefs, CDOs, leaders of women and youth groups, cultural leaders, and members of parish-level development committees.

The aim of the training was to strengthen community mobilisation and build capacity in functional adult literacy, financial literacy, entrepreneurship, and leadership skills. This was intended to enhance household incomes and promote active participation in local development initiatives, particularly the PDM. The impact of the training was evident in improved financial discipline, stronger community savings and investment networks, and increased participation of women and youth in governance and development initiatives.

Stakeholders reported greater confidence in initiating enterprises and engaging with government programmes. For example, in Lira City, participants applied entrepreneurship and financial literacy skills to start small businesses in produce trading and tailoring. The training enhanced literacy, financial awareness, and community empowerment, though the absence of a structured post-training tracking system limited evidence on long-term behavioural and income-related changes. Overall, ICOLEW contributed to building informed communities, promoting a savings culture, and encouraging active participation in development.

However, the training also faced challenges. Limited follow-up support from Local Governments constrained the scaling of acquired skills, particularly in districts with weak mobilisation structures. Shortages of training materials and logistical gaps reduced participation in remote areas. In addition, cultural resistance in some communities slowed the adoption of new practices, especially for women seeking leadership roles.

3.3.5 Sub-Programme Conclusion

The sub-programme recorded fair performance of 68% in FY 2024/25. This reflected moderate progress despite financial execution challenges caused by delayed disbursements and reallocations. Out of the approved budget, 83% was released, but absorption stood at 76%, below the optimal level. This underutilisation constrained the delivery of key outputs, particularly the 15-Household Model and several community-level activities.

Physical progress was notable in public awareness, which rose to 72%, against a target of 63%, largely due to strong civic education campaigns and media outreach. However, this awareness did not translate into effective grassroots transformation. The 15-Household Model struggled due to weak Local Government capacity, inadequate infrastructure, and the absence of digital tools.

Intermediate outcomes showed mixed results. While awareness targets were surpassed, household participation and community cohesion remained low, constrained by limited ICT integration, weak follow-up mechanisms, and insufficient technical support.

Overall, the sub-programme contributed to the NDP III goal of creating informed and empowered citizens but fell short of achieving deeper community transformation. Going forward, scaling the 15-Household Model, strengthening local delivery systems, digitising civic engagement, and aligning financial planning more closely with programme outputs will be critical to improving performance and impact.

3.4 Strengthening Institutional Support Sub-Programme

The Strengthening Institutional Support Sub-Programme aims to enhance the functionality, coordination, and responsiveness of institutions involved in community mobilisation and empowerment. Its core focus lies in building institutional capacity at both Central and Local Government levels, promoting integrated community data systems for planning, and embedding cultural and non-state actors into development processes.

In FY 2024/25, the MoGLSD planned several strategic and operational outputs to enhance institutional effectiveness and coordination. These included: (i) the provision of Ministry strategic guidance and coordination; (ii) the facilitation of strategic collaborations and partnerships; (iii) preparation of quarterly political monitoring and supervision reports; (iv) the submission of quarterly support supervision reports on records management to management; (v) the preparation of two quarterly monitoring and evaluation (M&E) reports on Ministry programmes and projects; and (vi) the submission of two M&E reports to relevant authorities. Additional outputs focused on cross-cutting issues such as: (vii) the dissemination of the Workplace HIV Policy to Ministry institutions; (viii) quarterly HIV/AIDS testing and counselling sessions; and (ix) the commemoration of International AIDS Day on 1st December 2024. The semi-annual monitoring exercise assessed the performance of all three interventions under the sub-programme.

Financial Performance

In FY 2024/25, the sub-programme received a budget allocation of USh 7.915 billion. As of 30th June 2025, USh 5.016 billion had been released, representing 63% of the approved budget. Out of this amount, USh 4.576 billion (91%) was utilised. The majority of the expenditures were directed towards administrative expenses, which encompassed wage commitments, statutory payments for officially recognised cultural and traditional leaders, and other recurring overhead costs essential for maintaining the programme's operations.

Physical Performance

The overall physical performance of the sub-programme was rated fair, at 56%, as indicated in **Table 3.5.** A closer analysis revealed that this underperformance was largely attributed to a weak alignment between the planned outputs and the strategic objectives of the intervention. Although the outputs were conceptually relevant, their execution failed to address the critical institutional capacity gaps that persist across both Central and Local Government levels.

Implementation efforts were predominantly focused on administrative deliverables such as coordination meetings, report preparation, and general sensitisation activities rather than on transformative outputs that could drive measurable institutional improvement. This approach led to a situation where many outputs were completed procedurally but had limited operational value, as they did not contribute meaningfully to the strengthening of institutional systems or the delivery of better services.

The disconnect between planned activities and actual institutional needs significantly limited the achievement of expected outcomes. For example, the programme fell short of enhancing the capacity of implementing entities to coordinate, monitor, and deliver on community development mandates. No substantial progress was made in improving institutional responsiveness, resilience, or functionality at the service delivery level.

Table 3.5: Performance of interventions under the Strengthening Institutional Support Sub-Programme as at 30th June, 2025

Intervention	Performance Status	Remarks
Equip and operationalise community mobilisation and empowerment (CME) institutions/structures		Performance was fair, at 57%, mainly due to preliminary engagement and planning activities conducted at central level. However, no substantive equipping or operationalisation of CME structures at parish and sub-county levels took place, and key outputs remained unimplemented, resulting in weak alignment with the intervention objectives.
Establish and operationalise the Community Development Management Information System (CDMIS) at the parish and sub-county levels		Performance was fair, with only groundwork such as consultations and preliminary design discussions undertaken. The planned system rollout, training, and full operationalisation were not implemented, and several planned outputs were misaligned with the intervention's core intent
Institutionalise cultural, religious and other non-state actors in community development initiatives		Performance was fair, at 68%. Staff advances were audited, quarterly audit reports were prepared and disseminated. No concrete institutionalisation processes were executed at community level, and most outputs were off-track or not in line with the intervention framework.

Source: Author's Compilation

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

3.4.1 Equipping and Operationalising Community Mobilisation and Empowerment (CME) Institutions

The intervention registered a 57% performance, rated at fair against the planned outputs for FY 2024/25. While selected activities were implemented, such as supervision and operational support to Gulu and Mbale Remand Homes, most outputs lacked direct alignment with the intervention's objective of strengthening institutional capacity for grassroots mobilisation and mindset transformation.

Key planned outputs included the provision of strategic guidance, coordination and supervision reports, facilitation of commemorative events (e.g., World AIDS Day and the International Day of the Family), and internal staff welfare activities, such as health testing and HIV/AIDS counselling.

The intervention lacked concrete activities to operationalise structures like Parish Development Committees or strengthen the Local Government-level Community Development Departments with logistics and technical tools. Furthermore, internal expenditures such as allowances, coordination meetings, and policy dissemination consumed a disproportionate share of resources, with minimal investment in community-facing infrastructure or human resource capacity enhancement.

To achieve more meaningful progress, future planning must prioritise logistical equipping of district and sub-county mobilisation offices, staffing of parish-level Community Development Officers (CDOs), and operational tools aligned to the 15-Household Model. For instance, in Mpigi and Kaberamaido Districts, delays in equipping community structures constrained mobilisation under the PDM, despite strong local demand for support.

3.4.2 Establishing and Operationalising the Community Development Management Information System (CDMIS)

The performance of this intervention was fair, primarily due to misalignment of outputs and weak implementation focus. Although the overarching aim was to institutionalise a data-driven planning and monitoring system at parish and sub-county levels, the executed outputs largely deviated from this purpose.

Key reported activities during FY 2024/25 included pension processing for Ministry retirees, the preparation of statistical bulletins, and supervisory visits to institutional homes such as Kampiringisa National Rehabilitation Centre, Lweza Training Institute, and the Fort Portal Remand Home. While these are important administrative functions, they bore little relevance to the CDMIS objective, which requires deployment of digital systems, training of CDOs, parish-level data capture tools, and integration with the broader Management Information System (MIS) architecture of the MoGLSD.

Furthermore, the merging of CDMIS funding into broader departmental allocations eroded strategic visibility and diluted accountability. As a result, no CDMIS software platforms were rolled out, and there was no evidence of localised training or operationalisation in pilot districts, contrary to the PIAP targets. Consequently, the CDMIS failed to contribute to the intended outcome indicator of improving real-time decision-making and planning in community development.

3.4.3 Institutionalising Cultural, Religious, and Other Non-State Actors in Community Development Initiatives

This intervention recorded fair performance, falling short of both its output targets and the intended outcome of institutionalising non-state actors in national mobilisation frameworks. The planned outputs focused disproportionately on internal operations, including the preparation of quarterly audit reports, contract and fleet management documentation, and internal risk and compliance reviews. These activities, while necessary for institutional governance, did not operationalise any structured engagement with cultural or religious institutions as agents of change.

As a result, the core intention to build sustainable partnerships with influential community-level actors such as Bunyoro-Kitara Kingdom, the Inter-Religious Council of Uganda (IRCU), and clan leaders in the Acholi and Teso sub-regions was not achieved. No formal MOUs, joint action plans, or capacity-building sessions were delivered to these actors during the reporting period.

3.4.4 Conclusion and Recommendations

Across the three interventions, performance was undermined by poor alignment between planned outputs and intended outcomes, an institutional focus on internal activities, and limited investment at the local government level. These challenges contributed to underachievement of key outcome indicators.

To improve effectiveness in FY 2025/26, future planning should prioritise more realistic and outcome-driven budgeting, implement targeted activities in high-potential districts, and accelerate the digital transformation of community mobilisation data systems. Strengthening partnerships with non-state actors and ensuring better integration with the PDM, particularly through full adoption of the 15-Household Model, will be essential. Meaningful progress in household transformation and civic empowerment will ultimately depend on the extent to which these strategic reforms are incorporated into the upcoming planning and budget cycle.

3.5 Civic Education and Mind Set Change Sub-Programme

Introduction

The Education and Mindset Change Sub-Programme is a flagship initiative designed to cultivate civic responsibility, ethical conduct, and active citizenship as central drivers of Uganda's socio-economic transformation. Anchored in Uganda's Vision 2040, the sub-programme promotes values of patriotism, national unity, and community empowerment by reshaping public attitudes and fostering a shared sense of national purpose.

During the reporting period, implementation focused on six key interventions: (i) Development of a National Service Programme; (ii) Popularisation of the National Vision and national interests; (iii) Establishment of a National Incentives Framework to promote good practices; (iv) Operationalisation of ethical standards across society; (v) Enforcement of ordinances to eliminate harmful cultural and religious practices; and (vi) Advocacy and behavioural change communication for development.

These planned outputs are intended to deliver NDP III-aligned intermediate outcomes, including increasing the proportion of the population informed about government programmes 0% to 33% target and empowering 0% to 20% of vulnerable and marginalised groups to participate in decision-making and livelihood improvement. Additional targets include reducing harmful cultural and religious practices by 50% in targeted communities, increasing the proportion of citizens demonstrating improved morals, positive mindsets, and patriotic values to 60%, and enhancing trust in governance institutions to 55%.

Initially implemented by the Ministry of ICT and National Guidance (MoICT&NG), the Equal Opportunities Commission (EOC), and the Uganda Registration Services Bureau (URSB), responsibility for all planned outputs was transferred during the year to the Office of the President under the Governance and Security Programme to strengthen coordination and streamline oversight. As a result of this institutional transition, no formal performance assessment was undertaken for the period under review. Nonetheless, several activities were implemented to sustain the momentum towards achieving the targeted outcomes, including nationwide public sensitisation campaigns, leadership engagement forums, and community-based initiatives aimed at promoting ethical conduct and active citizenship.

Sub-Programme Performance

Financial Performance

For FY 2024/25, the sub-programme received a budget allocation of USh 1.530 billion. As of 30th June 2025, 100% of the budget had been released and expended. The majority of the expenditures were directed towards administrative expenses, which encompassed wage commitments, statutory payments for officially recognised cultural and traditional leaders, and other recurring overhead costs essential for maintaining the programme's operations.

Physical Performance

The overall physical performance of the sub-programme was rated as fair, at 62%, as indicated in **Table 3.5.** A closer analysis revealed that this underperformance was largely attributed to a weak alignment between the planned outputs and the strategic objectives of the intervention. Although the outputs were conceptually relevant, their execution failed to address the critical institutional capacity gaps that persist across both Central and Local Government levels.

The annual monitoring exercise focused on three interventions under the Civic Education and Mindset Change Sub-Programme. However, a detailed financial performance analysis was constrained by the consolidation of all interventions under a single budget line, which limited the ability to isolate expenditures for each specific activity. Furthermore, some planned outputs were implemented under the Governance and Security Programme by the Office of the President, making attribution of results to this sub-programme more complex. Despite these challenges, the sub-programme achieved an overall average physical performance of 65%, representing a fair level of achievement across all interventions, as presented in Table 3.5.

Table 3.6: Performance of the interventions as at 30th June, 2025

Intervention		Remarks
Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens		Fair performance, at 58%. Ideological mentorship sessions, symposiums were conducted by MOICT&NG. However, this was planned under the programme for developing and implementing a national civic education aimed at improving the level of awareness of the roles and responsibilities of families, communities and individual citizens.
Develop and enforce ordinances and by-laws to ensure the National Vision and value system are 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 the Community Sensitisation and Empowerment Sub-Programme where the MoGLSD supported 17 cultural leaders with monthly emoluments of USh 60 million to mobilise communities and engage them in awareness of government programmes.
Design and implement a programme aimed at promoting household engagement in culture and the creative industries for income generation		Fair performance, at 59%. The MOICT&NG designed and implemented a robust National Civic Education Programme.

Source: Authors' Compilation

Detailed performance of the three interventions is discussed hereafter:

3.5.1 Developing and implementing a National Civic Education Programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens

The intervention aims to develop and implement a comprehensive National Civic Education Programme to enhance public awareness of the roles and responsibilities of families, communities, and individual citizens. Its overarching goal is to foster civic responsibility, promote active participation in governance, and strengthen national unity and social cohesion. The Ministry of ICT and National Guidance (MoICT&NG) and the Equal Opportunities Commission (EOC) are responsible for its implementation.

For FY 2024/25, the planned outputs under this intervention included: (i) conducting community mobilisation and sensitisation campaigns to empower citizens and enhance the uptake of government programmes; (ii) popularising the National Vision, national interests, and the principle of the common good to foster a shared national identity; (iii) designing and implementing a robust, systematic National Civic Education Programme to ensure sustainability and nationwide reach; (iv) developing, validating, and disseminating guidelines that promote equal opportunities and affirmative action in delivering AIDS, TB, and malaria services to both duty-bearers and rights-holders at national and local levels; and(v) mobilising vulnerable and marginalised groups to participate in HIV/AIDS, TB, and malaria service delivery, particularly during national commemorations such as World AIDS Day.

Performance

During FY 2024/25, the Ministry of ICT and National Guidance (MoICT&NG) and the Equal Opportunities Commission (EOC) jointly implemented a series of civic education, mobilisation, and sensitisation campaigns aimed at improving citizen awareness, participation, and inclusion in governance and service delivery. The interventions recorded mixed but notable progress towards enhancing informed and active citizenship, promoting national values, and increasing access to inclusive health services.

Community mobilisation and sensitisation campaigns to inspire and empower citizens for improved uptake of government programmes: The Ministry of ICT and National Guidance (MoICT&NG) carried out community mobilisation and sensitisation campaigns in the Rwenzori sub-region, covering Kasese Municipality, Hima Town Council, and Bwera. These engagements aimed to inspire citizens to take advantage of flagship programmes such as Emyooga, the PDM, and the Digital Transformation Roadmap. Activities included community dialogues, public meetings, and media sessions where officials explained programme benefits, eligibility, and application processes.

The campaigns produced visible results. In Kasese Municipality, there was a marked increase in registrations in *Emyooga* SACCOs by groups such as boda-boda riders, tailors, and market vendors. In Hima Town Council, women and youth groups became more active in PDM structures, while in Bwera, small-scale traders showed interest in mobile banking and e-commerce platforms after learning about digital opportunities.

Overall, the campaigns closed information gaps, built confidence in government programmes, and improved citizen participation in economic empowerment initiatives. They demonstrated that clear communication and direct engagement can drive programme uptake, though sustaining this momentum will require consistent follow-up, local government support, and wider access to digital tools.

National Vision, interest, and common good for the citizenry popularised: Efforts to popularise the National Vision, shared values, and the common good were advanced through the operationalisation of constitutional objectives on loyalty, unity, and participation in development. A two-day workshop and a five-day retreat for the Inter-Ministerial Taskforce laid the foundation for cross-sectoral engagement on national values. Surveys in the Western and Elgon/Bukedi sub-regions showed that 65% of citizens could name at least three national values, but only 40% understood their constitutional obligations. This gap reinforced the need for sustained civic education, particularly at grassroots level.

Under the development of a robust National Civic Education Programme: The National Civic Education Programme, developed by the Ministry of ICT and National Guidance (MoICT&NG), aimed to enhance civic knowledge, strengthen leadership, and promote ideological orientation among local leaders. In FY 2024/25, 624 leaders from the Busoga and Kigezi sub-regions were trained following preparatory pre-visits in the districts. The findings indicated that the training improved leaders' confidence in civic mobilisation and strengthened community engagement, with Local Governments showing readiness to integrate ideological mentorship into mobilisation frameworks. However, limited funding, weak follow-up mentorship, and inadequate coordination with community structures constrained sustainability and scale-up of the programme.

Production and distribution of national guidance materials: The Equal Opportunities Commission (EOC), in collaboration with District Health Departments, developed and distributed guidance materials on inclusive delivery of HIV/AIDS, TB, and malaria services. In Kiryandongo District, the initiative influenced the revision of health workplans to address disability and minority needs, while in Mbarara City it led to the introduction of mobile HIV testing services that improved access for underserved groups.

Field findings confirmed that the materials positively shaped district planning and promoted equity-focused interventions. However, uptake was inconsistent across districts, mainly due to weak technical capacity, limited dissemination beyond pilot areas, and insufficient funding for sensitisation and translation into local languages. Sustainability challenges were noted, particularly in Mbarara City, where mobile testing relied heavily on short-term donor support. Weak institutional capacity in some Local Governments further constrained the mainstreaming of inclusive practices into routine health service delivery.

Guidelines for the promotion of equal opportunities and affirmative action: The Equal Opportunities Commission (EOC) developed and rolled out national guidelines on equal opportunities and affirmative action in HIV/AIDS, TB, and malaria services. Over 600 stakeholders from 20 districts were trained to support inclusive health service delivery. In Mbarara City, the guidelines informed gender-responsive outreach, resulting in a 32% rise in voluntary testing among young women and a 28% rise among male boda-boda riders, showing the value of targeted approaches.

Monitoring visits confirmed that Mbarara City achieved positive outcomes, but overall integration into routine health services was limited. Challenges included inadequate funding to scale training nationally, weak data systems for tracking gender- and disability-sensitive outcomes, and heavy reliance on civil society rather than embedding the guidelines within district health structures.

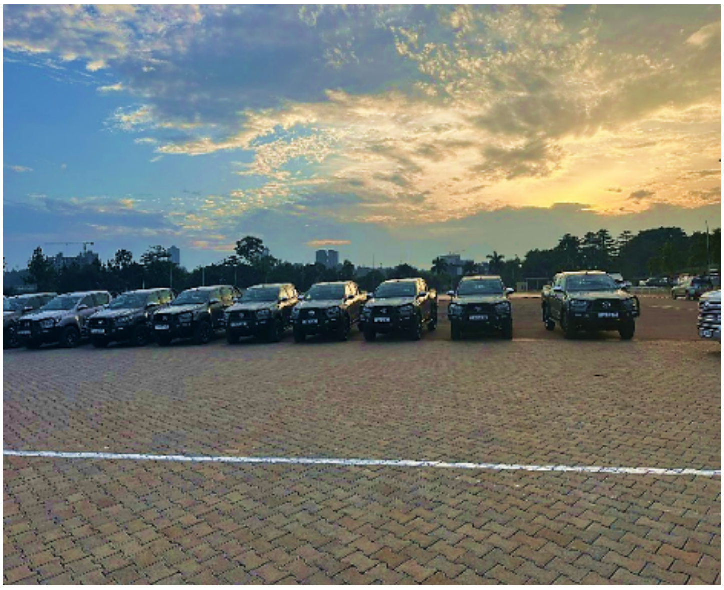
Vulnerable and marginalised people mobilised to participate in the implementation of HIV/AIDS, TB, and malaria services through commemoration of World AIDS Day: Mobilisation of vulnerable and marginalised populations was achieved through strategic civic education activities during the commemoration of World AIDS Day and related health campaigns. In the West Nile sub-region, the MoICT&NG distributed civic education manuals and sensitisation posters, reaching over 5,000 residents during market days in Arua City. A seven-day civic leadership training in Kabale and Iganga Districts equipped 600 local leaders (370 males, 230 females) with constitutional knowledge and mobilisation skills. Follow-up activities in Kisoro District extended civic awareness to over 1,200 citizens (720 women, 480 men) through community-led sensitisation forums.

While these initiatives expanded citizen awareness and engagement, challenges persisted in sustaining grassroots participation, particularly among youth and women. The need for continuous investment in localised IEC tools, regular follow-up engagements, and integration of civic education into Local Government development planning remains critical for deepening national consciousness and achieving long-term behavioural change.

3.5.2 Conducting Awareness Campaigns and Enforcing Laws Enacted against Negative and/or Harmful Religious, Traditional/Cultural Practices and Beliefs

The intervention primarily focused on empowering cultural institutions and establishing a national mindset change programme to foster patriotism, productivity, and social cohesion, particularly among young Ugandans. The key planned outputs for FY 2024/25 are: (i) support to cultural leaders; and (ii) establishment of a mindset change programme. Implementation was led by the MoGLSD under the broader framework of the Community Sensitisation and Empowerment Sub-Programme.

Support to cultural leaders: The Ministry of Gender Labour and Social Development supported 15 recognised cultural institutions with a total budget of USh 12.240 billion to reinforce their role in promoting progressive social norms and mobilising communities. Of this amount, USh 10.800 billion was allocated for emoluments minus Buganda, which had declined, and Ikumbania wa Bugwere has not elected a cultural leader.



Station wagons and double-cabin pick-ups for cultural leaders

Additionally, the procurement of transport facilities, with each institution receiving two vehicles (a station wagon and a double-cabin pick-up), was done to improve community outreach. However, the Buganda Kingdom already had cars, and no vehicle was procured for it, while the Bugwere Kingdom did not have a gazetted cultural leader, though a car was procured. The balance of USh 1.44 billion was repurposed to rehabilitate five cultural palaces for the Lango, Iteso, Tieng Adhola, Obusinga Bwa Rwenzururu, and Kumam institutions, as well as to support supervision.

Establishment of a Mindset Change Programme: The Ministry of ICT and National Guidance (MoICT&NG) established the Mindset Change Programme to instill values of patriotism, productivity, and ethical conduct among university students. Piloted at Lira, Soroti, and Busitema Universities, as well as at the Islamic University in Uganda (IUIU), the programme combined seminars, peer clubs, and community service projects. Programme content included citizenship, work ethic, integrity, entrepreneurship, and leadership. At IUIU, mindset principles were embedded in Friday sermons and religious discussions, resulting in stronger student participation in volunteering, entrepreneurship, and campus leadership. At Soroti University, medical students led public health campaigns that boosted service uptake, hygiene, and awareness in rural areas.

Monitoring visits confirmed operationalisation across all four Universities, with the strongest results where institutions aligned sessions to timetables and paired content with practical projects. IUIU showed deep integration through faith-based approaches, Soroti University excelled in service-learning, while Busitema and Lira Universities recorded moderate uptake but faced challenges of irregular scheduling, limited facilitation, and lack of follow-up resources. Key gaps included the absence of harmonised monitoring, uneven faculty engagement, and limited seed funding for student initiatives.

3.5.3 Promoting advocacy, social mobilisation and behavioural change community development

The intervention to promote advocacy, social mobilisation, and behavioural change aimed to enhance community participation in cultural and creative industries as a strategy for improving household incomes. Led by the EOC, under the Community Sensitisation and Empowerment Sub-Programme, fair progress was achieved. Key accomplishments included community engagement sessions in districts such as Nebbi and Mityana, the distribution of promotional materials, and support for income-generating cultural activities, such as craft-making in Kabale and youth theatre in Soroti. However, delayed funding and limited field outreach especially in regions like Teso and Karamoja restricted full implementation. To improve future outcomes, the intervention requires timely resource disbursement, stronger logistical support, and closer collaboration with local cultural institutions to scale impact and align with NDPIII targets.

3.5.4 Design and implementation of a programme aimed at promoting household engagement in culture and creative industries for income generation

This intervention aimed at mobilising families, communities, and citizens to actively participate in culture and creative industries as a means of income generation and national development. Led by the Equal Opportunities Commission (EOC), the programme aimed to promote inclusivity, cultural empowerment, and social cohesion by disseminating targeted information and fostering community dialogue.

The Planned Outputs for FY 2024/25 included:(i) production and distribution of four issues of the Equity Voice, 600 embroidered polo T-shirts, and 2,000 fact sheets, brochures, and banners; (ii) dissemination of 700 calendars, 300 branded diaries, and 500 seasonal cards; (iii) execution of four digital media campaigns, 20 radio and 8 television talk shows, 12 print supplements or articles, and monthly press briefings; iv) organisation of 16 Equal opportunity forums across Uganda's sub-regions and v) training of Parish Chiefs in four districts selected from different regions.

Performance

Calendars (700), branded diaries(300) and seasons cards (500) produced and disseminated to vulnerable/marginalised individuals and duty bearers: The Equal Opportunities Commission produced and disseminated 500 calendars, 200 branded diaries, and 500 seasonal cards, compared to the annual targets of 700 calendars, 300 diaries, and 500 seasonal cards. The materials were branded by the EOC with inclusive development messages on gender equality, disability rights, youth empowerment, and equitable service delivery. Distribution was carried out directly by the Commission during regional outreach activities, targeting both vulnerable and marginalised groups as well as duty-bearers, including local council officials, cultural leaders, and women's councils.

In Gulu City, calendars were distributed to youth groups, PWDs, and women leaders. Monitoring visits established that the inclusive visual designs of the calendars, which featured messages on equality and rights, were widely appreciated and used as civic education tools. Several community-based organisations (CBOs) incorporated them into structured dialogues, while school clubs employed them as reference material in debates on the rights of girls and children with disabilities.

In Kasese District, branded diaries were disseminated mainly to Local Council officials, women's council leaders, and cultural leaders. The monitoring team found that although only 67% of the annual target was achieved, the diaries were highly valued for both official and personal record-keeping. Their inspirational content and infographics on youth economic empowerment were regularly cited in village meetings and planning sessions, thereby extending their use beyond individual beneficiaries to wider community engagement.

Seasonal cards, which were distributed across both districts, were recognised for their culturally sensitive designs and messages of unity. It was established that the cards were actively used during festive gatherings and public events to promote inclusion and solidarity. While the annual target of 500 cards was fully met, the shortfall in calendars (71% of target) and diaries constrained the scale of outreach, leaving many groups unreached.

Digital social media campaigns (4), 20 radio and eight TV talk shows, monthly press briefings undertaken, 12 supplements/articles published in newspapers: The Equal Opportunities Commission (EOC) registered mixed performance in its planned communication campaigns. Of the four planned digital campaigns, only two (50%) were implemented through Twitter and Facebook, directly engaging over 500 participants. Despite falling short of targets, the online debates yielded significant impact as private companies sought the EOC's guidance on disability-friendly recruitment policies, showing policy-level influence.

In mass media outreach, 13 out of 20 planned radio talk shows (65%) were conducted, reaching an estimated 5 million listeners. Monitoring in Tororo District confirmed improved public understanding of rights-based development. On television, six of the eight planned talk shows (75%) were aired, reaching about 4 million viewers, with evidence from Masaka and Nebbi Districts indicating that they stimulated public demand for inclusive policy forums. Print media performance was weaker. Out of 12 planned commemorative newspaper articles, only four (33%) were produced, complemented by five press briefings. However, the outputs received wide coverage across major national outlets such as the New Vision, the Daily Monitor, Bukedde, and Chimp Reports, strengthening the EOC's visibility as a national advocate for equality and non-discrimination.

Overall, although output targets were only partially met, the campaigns demonstrated effectiveness by achieving high visibility, stimulating community engagement, and influencing institutional practices.

Equal opportunity forums (16) conducted at district level in all sub-regions of Uganda: The EOC aimed to hold 16 district-level equal opportunity forums across all sub-regions to foster inclusive policy dialogue. By 30th June 2025, 13 forums (81%) were conducted in Kole, Tororo, Kasese, Kira Municipality (Kampala), Abim, Masaka, Nebbi Busia, Terego, Alebtong, Budaka, Oyam and Iganga District Local Governments, bringing together 840 participants, comprised of 480 females (57%) and 360 males (43%). The forums delivered strong localised impact.

In Kasese and Tororo Districts, women and PWDs actively contributed to shaping district development priorities, influencing discussions on education access, affirmative action, and disability-inclusive budgeting. These engagements translated into measurable shifts in community attitudes, as follow-up surveys revealed that 78% of participants supported gender-sensitive and disability-inclusive policies, an improvement on the baseline figures recorded the previous year. The forums also enhanced participants' confidence to engage with local leaders and advocate for equitable service delivery.

Moreover, extensive media coverage of the forums extended their reach to an estimated 100,000 people nationwide, magnifying their awareness-raising effect beyond the immediate attendees. This amplification helped build a wider constituency of citizens informed about equality principles and supportive of inclusive governance, contributing directly to the NDP III objectives of empowering marginalised groups and promoting participatory decision-making.

Training of Parish Chiefs conducted in four districts selected from four different sub-regions of Uganda: The training of Parish Chiefs was undertaken in four districts, each representing a different sub-region of Uganda, namely Kwania in the Lango sub-region, Kibuku in the Eastern Region, Gomba in the Central Region, and Ntoroko in the Western Region. In Kwania, a total of 103 Parish Chiefs were trained, comprising 72 males and 31 females. In Kibuku, 95 chiefs participated, including 61 males and 34 females. Gomba trained 88 chiefs, of whom 57 were males and 31 females, while in Ntoroko, 76 chiefs took part, comprising 49 males and 27 females.

The training focused on the Parish Development Model (PDM), cultural entrepreneurship, and strengthening service delivery. Parish Chiefs across the four districts gained practical skills to guide households in enterprise selection, promote savings mobilisation, and improve accountability at the parish level. Female participants reported enhanced confidence in community mobilisation and advocacy for women's and youth inclusion in government programmes. The training also emphasised planning, reporting, and citizen engagement, enabling Parish Chiefs to better coordinate government interventions. In addition, Parish Chiefs were introduced to opportunities in cultural industries, equipping them to promote local entrepreneurship as a driver of household incomes and community identity.

In summary, the training built the leadership capacity of more than 360 Parish Chiefs, including 239 males and 123 females, across the four sub-regions. It improved their ability to deliver government programmes more effectively, strengthened inclusivity by empowering female leaders, and laid a foundation for deeper socio-economic transformation through the Parish Development Model at the grassroots level.

Sub-Programme Conclusion

The Civic Education and Mindset Change Sub-Programme delivered fair performance (65%) in FY 2024/25. Financial absorption was high, at 100%, but much of the budget was spent on administrative costs and statutory emoluments rather than directly on transformative activities.

At the outcome level, progress was mixed. Public awareness of government programmes rose in targeted districts, contributing to localised gains in *Emyooga* SACCO enrolment, PDM participation, and digital service adoption. However, the national target of 63% awareness was not fully met, with average performance at about 58–60%. Household participation in development initiatives reached only 8.5%, against the 20% NDP III target, while empowerment of vulnerable groups stood at 12%, compared to the 40% target. Efforts to reduce harmful cultural and religious practices and to increase citizens demonstrating improved morals, patriotism, and positive mindsets to 60% yielded limited results, as implementation remained fragmented and geographically uneven. Trust in governance institutions improved locally through equal opportunity forums, but national confidence levels remained below the 55% target.

Overall, while the sub-programme achieved partial progress in mobilising communities, raising awareness, and piloting mindset change interventions, it fell short of most planned NDP III outcome targets. Weak coordination, budget misalignment, and limited follow-up constrained its transformative potential. To make a meaningful contribution to Vision 2040, the programme must strengthen institutional roles, expand coverage, and focus resources more directly on interventions that empower households, reduce harmful practices, and build sustained patriotic values and trust in governance.

CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Programme Conclusion

In conclusion, the Community Mobilisation and Mindset Change Programme recorded fair overall physical performance of 63%, with only four of the nine planned outputs (44%) fully delivered. At the outcome level, performance was weak: adult literacy improved to 73%, against a target of 80%; household participation in development programmes rose to 8.5%, against a 20% target; household savings stagnated at 10%, against a 15% target; empowerment of vulnerable and marginalised groups dropped to 0%, against a 20% target; and youth engagement in national service remained at 0%, against a 30% target. At the intermediate outcome level, awareness of government programmes reached 72%, against a 63% target, but this did not translate into behavioural change or citizen participation, leaving most intermediate results unsatisfactory.

Therefore, despite strong financial absorption and progress in awareness creation, the programme's overall contribution to NDP III goals remained limited, with most key indicators underperforming. Greater impact, going forward, will require clearer financial attribution, enhanced outcome-level monitoring, stronger institutional coordination, and targeted follow-up mechanisms to bridge the gap between public sensitisation and meaningful citizen participation in socio-economic transformation.

4.2 Programme Challenges

1. Weak linkage between financial performance and programme results: While 94% of the budget was released and well absorbed, corresponding physical outputs and outcomes were not achieved, indicating inefficiencies in resource utilisation and prioritisation.
2. Inadequate monitoring and evaluation (M&E) systems: The absence of comprehensive baseline data and limited integration of digital monitoring tools hindered evidence-based planning, real-time progress tracking, and outcome assessment.
3. Institutional fragmentation and unclear accountability: Multiple MDAs implemented related interventions without a harmonised coordination framework, resulting in duplication, inconsistent messaging, and diluted accountability for results.
4. Misalignment of planned outputs with actual interventions: Some outputs were not directly linked to the intended intervention logic, leading to weak performance attribution and reduced impact on outcome indicators.
5. Low conversion of awareness into action: Despite surpassing awareness targets, citizen participation in development programmes and empowerment outcomes remained far below target, pointing to weak follow-up mechanisms and inadequate incentives for behavioural change.
6. Budget attribution challenges: The merging of budgets for distinct interventions obscured financial tracking and reduced transparency in assessing the cost-effectiveness of specific activities.

4.3 Programme Recommendations

1. The MoGLSD, the Office of the Prime Minister, and MoFPED should establish a fully operational national coordination mechanism to harmonise roles, align work plans, and strengthen accountability across implementing agencies. This mechanism should include joint planning sessions, standard communication protocols, and quarterly performance reviews.

2. The MoGLSD and MoFPED should ring-fence funding for community mobilisation and mindset change activities to ensure clear financial attribution and protect priority interventions from budget cuts, as well as enhance transparency in resource use.

3. The MoGLSD, the NPA, and UBOS should strengthen Monitoring, Evaluation, and Learning (MEL) systems by developing comprehensive baselines, adopting digital data collection tools, and institutionalising participatory evaluations to enable adaptive planning.

4. The MoGLSD, the Ministry of Education and Sports (MoES), and the Uganda Media Centre should integrate civic and mindset transformation content into the national curriculum and mass media campaigns, embedding the values of patriotism, productivity, and ethical leadership into education, and intensifying outreach through radio, television, and social media.

5. The MoGLSD, the Ministry of Local Government (MoLG), cultural and faith-based institutions should deepen partnerships with community structures such as Village Savings and Loan Associations (VSLAs), youth and women's groups, and traditional and faith-based leaders by providing targeted grants, leadership training, and community recognition programmes.

6. The MoGLSD, MoFPED, the Ministry of Trade and Cooperatives (MTIC) should shift from awareness creation to behavioural change by linking civic engagement to livelihood opportunities, creating performance-based incentives for community participation, and replicating successful grassroots development models.

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ANNEXES

Annex 1: Interventions Monitored under the Community Mobilisation and Mindset Change Programme for FY 2024/25

Vote	Sub-Programme	Sampled Intervention	Sampled Districts/Institutions
MoGLSD, MoICT, NPC	Community Sensitisation and Empowerment Sub-Programme	Review and implement a Community Mobilisation Strategy	MoGLSD, MOICT&NG,NPC, Wakiso, Mukono, Mityana, Masaka City, Mbale City, Iganga, Jinja City, Soroti, Katakwi, Kumi, Gulu City, Lira City, Nwoya, Agago, Apac, Arua City, Terego, Koboko, Hoima City, Kikuube, Kasese, Kiryandongo, Rukiga, Bushenyi, Kabale (Kikungiri), Mubende, Mbarara City, Isingiro, Fort Portal City
EOC , MoICT&NG		Develop and implement a National Civic Education Programme	EOC, MoICT&NG, Mukono
MoGLSD, URSB		Design and implement a programme aimed at promoting household engagement in culture and the creative industries for income generation	MoGLSD, URSB, Mbarara, Mbale, Jinja Cities
MoGLSD		Implement the 15-Household Model for socio-economic empowerment	MoGLSD, Isingiro, Rukiga, Kabale
MoGLSD	Strengthening Institutional Support Sub-Programme	Equip and operationalise community mobilisation and empowerment institutions/ structures	MoGLSD, Mbale, Masindi Gulu, Mityana, Lira City
		Establish and operationalise CDMIS at the parish and sub-county levels	MoGLSD, Mbale, Masindi
		Institutionalise cultural, religious and other non-state actors in the community	MoGLSD
MoICT&NG and EOC	Civic Education and Mindset Change Sub-Programme	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	Kasese, Kiryandongo, Mbarara, Arua City, Kabale, Iganga, Kisoro, Kira Municipality (Kampala), Masaka, Budaka, Oyam, Mubende, Soroti, Lira, Busitema, Mbale
		Design and implement a programme aimed at promoting household engagement in culture and the creative industries for income generation	Kumi, JinjaCity

Source: Authors Compilation

Annex 2: Performance of Community Sensitisation and Empowerment Sub-Programme as at 30th June 2025

Outputs Performance								Remark
Intervention	Output	Financial Performance			Physical Performance			
		Annual Budget (USh)	% 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; Revised National Culture Policy disseminated; Training Manual on Parenting disseminated	267,727,575	100.0	100	4.00	2.70	67.50	Most funds were spent on workshops, meetings and seminars; worth USh 30,000.000
	Media and communication support activities provided to MDAs and LGs.	546,000,000	100.0	80	3.00	2.40	80.00	All funds were spent on contract contact staff salaries; worth USh 240,788.000
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	Digital media campaigns on government programmes undertaken; public education media programmes on radio and TV coordinated, monitored and evaluated; government programmes promoted through podcasts and blog posts, publication and airing of achievements of government programmes; special events and campaigns for 100 MDAs undertaken.	174,000,000	100.0	100	7.00	3.50	50.00	All funds were spent on staff salaries
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	80 Local Governments monitored;17 cultural leaders supported with monthly emoluments.	35,562,990,000	98.0	98	2.00	1.60	81.65	Most funds were used for contributions to religious and cultural institutions; worth USh 29,486,995.711

Outputs Performance								Remark
Intervention	Output	Financial Performance			Physical Performance			
		Annual Budget (USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Design and implement a programme aimed at promoting household engagement in culture and the creative industries for income generation	4 mass media campaigns on URSB registration services were conducted; 4 regional community engagements were conducted; 1 Customer Engagement Week conducted; capacity building and training of CMOs and local artists on IP rights in the culture and creative industry.	6,043,995,882	100.0	96	2.00	1.50	75.00	All funds were used to pay contract staff salaries
	Adult Learning Qualification Framework developed; Community Mobilisation and Empowerment Strategy (CMES) 2022 disseminated across the country.	245,587,000	100.0	100	2.00	1.40	70.00	The majority of funds were allocated for workshops, meetings and seminars; worth USh 30,000.000
Implement the 15-Household Model for socio-economic empowerment	Adult Learning Qualification Framework developed; Adult Learning and Education Systems building assessment and diagnosis report prepared; assessment and diagnosis exercise for programming 10 Rural Training Centres; mentorship of 15 LGs on MoGLSD Open Data Kit, routine technical support supervision and joint monitoring of the community development function conducted.	295,000,000	100.0	96	4.00	2.00	50.00	Most funds were spent on general staff salaries; worth USh 92,452.303
	Total	43,135,300,457	98.3	97			67.74	
Average Outputs Performance							**67.74**	***Fair performance***

Source: IFMS Data/ Progress Reports, Field Findings

Annex 3: Performance of Strengthening Institutional Support Sub-Programme as at 30th June 2025

Outputs Performance								Remark
Intervention	Output	Financial Performance			Physical Performance			
		Annual Budget (USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Equip and operationalise community mobilisation and empowerment (CME) institutions/ structures	Ministry strategic guidance and coordination provided; strategic collaborations and partnerships facilitated; quarterly political monitoring and supervision reports prepared.	533,922,160	100.0	100	3.00	2.00	66.67	Most funds were used for allowances; worth USh 113,268.800
	MoGLSD electronic records management system established; quarterly support supervision reports on records management prepared and submitted to management; capacity building of 12 staff on digitisation of information and records under EDRMS conducted.	85,000,000	100.0	100	3.00	1.50	50.00	Most funds were used for travel inland; worth USh 50,000.000
	Workplace HIV Policy disseminated to Ministry institutions; quarterly HIV/AIDs testing and counselling sessions conducted; International AIDs Day commemorated on 1st December, 2024.	100,000,000	100.0	100	3.00	1.60	53.33	USh 40,000.000 was spent on travel inland
Institutionalise cultural, religious and other non-state actors in community development initiatives	Staff advances audited; quarterly audit reports prepared and disseminated; Consolidated Risk Management Plan prepared.	35,000,000	100.0	100	4.00	2.40	53.33	All funds were used for travel inland

Outputs Performance									Remark
Intervention	Output	Financial Performance			Physical Performance				
		Annual Budget (USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)		
	Quarterly contract management reports prepared and submitted to management.	40,000,000	100.0	100	3.00	1.70	60.00		Funds were spent on allowances (incl. casuals, temporary, sitting allowances) and workshops, meetings and seminars
	Quarterly monitoring and evaluation reports on Ministry interventions prepared and disseminated to senior and top management; the Ministry fleet was maintained.	7,122,058,256	59.3	90	13.00	4.00	56.67		Most funds were used for rent worth USh 4,451,651.999
	Total	7,915,980,416	63.4	91			51.90		
Average Outputs Performance							56.43		***Fair performance***
Outcomes Performance									

Source: IFMS Data/Field Findings

Annex 4: Performance of Civic Education and Mindset Change Sub-Programme as at 30th June 2025

Outputs Performance								Remark
Intervention	Output	Financial Performance			Physical Performance			
		Annual Budget (USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
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	Community mobilisation and sensitisation campaigns to inspire and empower the citizens for improved up- take of government programmes; the National Vision, interests and common good for the citizenry popularised; a robust National Civic Education Programme designed and implemented.	300,000,000	100	100	3.00	2.00	66.67	All funds were spent on salaries
	Guidelines for the promotion of equal opportunities, and affirmative action in the implementation of AIDS, TB and malaria services developed; vulnerable and marginalised people mobilised to participate in the implementation of HIV AIDS, TB and malaria services through commemoration of World AIDS Day.	26,000,000	100	100	2.00	1.00	50.00	All funds were spent on travel inland
Develop and implement a National Civic Education Programme aimed at improving the level of awareness of roles and responsibilities of families,	700 calendars, 300 branded diaries and 500 seasons cards produced and disseminated to vulnerable/marginalised individuals and duty-bearers; digital social media campaigns, 20 radio and 8 TV talk shows, monthly press briefings undertaken, 12 supplements/articles published in newspaper.	296,040,000	100	100	4.00	2.50	62.50	Most funds were spent on advertising and public relations; worth USh 207,000.000

Outputs Performance								Remark
Intervention	Output	Financial Performance			Physical Performance			
		Annual Budget (USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
communities and individual citizens	16 equal-opportunity forums conducted at district level in all sub-regions of Uganda; training of Parish Chiefs conducted.	908,046,147	100	99	5.00	4.00	80.00	Most funds were used for travel inland; worth USh 653,926.147
	Total	1,530,086,147	100	100	0.00	0.00	64.79	
Average Outputs Performance							**64.79**	***Fair performance***

Source: IFMS Data /Field Findings

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