



COMMUNITY MOBILISATION AND MINDSET CHANGE PROGRAMME

Semi-Annual Budget Monitoring Report

Financial Year 2024/25

March, 2025

Budget Monitoring and Accountability Unit
Ministry of Finance, Planning and Economic Development
P.O. Box 8147, Kampala
www.finance.go.ug

MOFPED **#DoingMore**



COMMUNITY MOBILISATION AND MINDSET CHANGE PROGRAMME

Semi-Annual Budget Monitoring Report

Financial Year 2024/25

March, 2025





TABLE OF CONTENTS

TABLE OF CONTENTS	i
ABBREVIATIONS AND ACRONYMS	ii
FOREWORD	iii
EXECUTIVE SUMMARY	iv
CHAPTER 1: INTRODUCTION	1
1.1 Background	1
1.2 Community Mobilisation and Mindset Change Programme	1
1.3 Programme Goal and Objectives	2
1.4 Sub-Programmes	2
1.5 Key Programme Outcomes	2
1.6 Structure of the Report	2
CHAPTER 2: METHODOLOGY	3
2.1 Scope	3
2.2 Approach and Methods	3
2.3 Data Collection	3
2.4 Data Analysis	4
2.5 Ethical Considerations	5
2.6 Limitation	5
CHAPTER 3: PROGRAMME PERFORMANCE	6
3.1 Financial Performance	6
3.2 Programme Physical Performance	6
3.3 Community Sensitisation and Empowerment Sub-programme	6
3.4 Strengthening the Institutional Support Sub-Programme	16
3.5 Civic Education and Mind Change Sub-programme	19
CHAPTER 4: CONCLUSION AND RECOMMENDATIONS	25
4.1 Conclusion	25
4.2 Recommendations	25
REFERENCES	27
ANNEXES	28
Annex 1: Interventions Monitored under the Community Mobilisation and Mindset Change Programme Monitored for FY2024/25	28
Annex 2: Performance of Community Sensitisation and Empowerment Sub-programme as at 31st December 2024	30
Annex 3: Performance of Strengthening Institutional Support Sub-programme as at 31st December 2024	32
Annex 4: Performance of Civic Education and Mindset Change Sub-programme as at 31st December 2024	33



ABBREVIATIONS AND ACRONYMS

CDO	Community Development Officer
CME	Community Mobilisation and Empowerment
CMMC	Community Mobilisation and Mindset Change Programme
CMOs	Collective Management Organisations
GROW	Generating Growth Opportunities and Productivity for Women Enterprises
MPS	Ministerial Policy Statements
NDPIII	Third National Development Plan
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 Plans
PWDs	Persons with Disabilities
RTCs	Rural Training Centres
SACCOs	Savings and Credit Cooperatives
URSB	Uganda Registration Services Bureau



FOREWORD

At the start of the Financial Year 2024/25, the Government of Uganda outlined strategies to restore the economy back to the medium-term growth path with the ultimate vision of a self-sustaining, integrated economy. The strategy 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.

Semi-Annual programme assessments were made, and it was established that performance was fairly good. This implies that programmes are on track, but with a lot of improvements required. These monitoring findings form a very important building block upon which programmes can commence the reflective exercises.

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

Ramathan Ggoobi

Permanent Secretary/ Secretary to the Treasury



EXECUTIVE SUMMARY

Introduction

The Community Mobilisation and Mindset Change (CMMC) Programme aims to empower citizens, families, and communities to take greater responsibility for national development. This mid-year assessment, covering the period from July to December, 2024, reviews performance across three sub-programmes: Community Sensitisation and Empowerment; Strengthening Institutional Support; and Civic Education and Mindset Change.

By December, 2024, the programme had registered a fair overall performance of 51%, with 57.8% (UgSh 79.204 billion) of the annual approved budget absorbed. Despite this moderate financial performance, physical output implementation lagged behind due to misaligned activities, coordination gaps, and limited monitoring mechanisms.

Sub-Programme Performance Highlights

The Community Mobilisation and Mindset Change Sub-Programme: The sub-programme achieved a fair performance of 51% in the first half of FY2024/25. While key progress was made in civic education, cultural policy dissemination, and community sensitisation, implementation was affected by delayed activity rollout, limited coordination among lead agencies, and misalignment between planned outputs and core objectives. Notable gains included parenting support in nine districts, nationwide media campaigns, and revitalisation of adult learning frameworks. However, the household-level impact remained limited due to a focus on institutional processes over practical empowerment.

The Strengthening Institutional Support Sub-Programme: The sub-programme recorded poor physical performance, at 42%, despite absorbing 90% of the UgSh 4.553 billion released. This was mainly due to a misalignment between planned outputs and the core objectives of institutional strengthening. Activities focused on administrative functions such as report writing, HIV/AIDS awareness, and internal supervision, with limited emphasis on building institutional capacity at the central and Local Government levels. Key interventions such as equipping Community Mobilisation and Empowerment (CME) institutions, operationalising the Community Development Management Information System (CDMIS), and engaging non-state actors were undermined by output misalignment and diluted focus. As a result, the sub-programme failed to achieve measurable improvements in service delivery.

The Civic Education and Mindset Change Sub-Programme: The sub-programme recorded fair physical performance of 59% in the first half of FY2024/25. It aimed to foster civic responsibility, patriotism, and ethical conduct as drivers of Uganda's transformation under Vision 2040 and NDP III. Although all interventions were consolidated under the Office of the President for improved coordination, many remained budgeted under the original sub-programme, creating tracking and attribution challenges. The National Civic Education Programme achieved 61% performance, with key outputs including civic sensitisation in the Rwenzori region, popularisation of national values, production of localised education materials, and civic training of 600 leaders. However, only 40% of citizens understood their constitutional obligations, indicating the need for deeper engagement.



The intervention on combatting harmful cultural and religious practices supported 17 cultural leaders and piloted a mindset education programme in four universities, resulting in improved youth participation in public health, entrepreneurship, and civic activities.

The third intervention, on promoting cultural and creative industries, scored 54%. Media campaigns reached over 9 million people, and seven equal opportunity forums were held. Training in Kwania District led to the integration of cultural entrepreneurship into Parish Development Model (PDM) action plans.

Implementation Challenges

i. Inadequate human and financial resources at Local Government level: Many District Local Governments (DLGs) operated with limited staffing, particularly in the Community Development function. In some districts, a single Community Development Officer (CDO) was responsible for multiple sub-counties, reducing the effectiveness of outreach. Furthermore, recurrent underfunding restricted the facilitation of community meetings, mobilisation drives, and field monitoring.

ii. Weak coordination among MDAs and implementing partners: The absence of a unified framework for inter-agency collaboration led to fragmented implementation. For example, various Ministries conducted separate civic campaigns with overlapping messages, resulting in duplication, inefficiency, and confusion at the community level.

iii. Low levels of citizen participation due to limited awareness and outreach: Many citizens remained unaware of government development programmes such as PDM and *Emyooga* due to insufficient sensitisation, inadequate use of local languages, and a lack of community-based communication platforms.

iv. Absence of robust monitoring and evaluation systems: The programme lacked real-time data tracking tools and harmonised indicators for monitoring field activities. This made measuring performance, assessing impact, and informing adaptive planning difficult.

v. Underutilisation of existing community structures: Community-based platforms such as Village Savings and Loan Associations (VSLAs), cultural institutions, and youth groups were not effectively engaged as drivers of change, resulting in missed opportunities for sustainable community mobilisation.

vi. Lack of incentive schemes for community mobilisers: Community mobilisers and local champions operated without structured facilitation or recognition mechanisms. This led to low morale, high attrition, and weakened continuity in community engagement efforts.

Recommendations

- i. The Ministry of Gender, Labour and Social Development (MGLSD), in partnership with the Ministry of Finance, Planning and Economic Development (MoFPED), should roll out a nationwide capacity-building programme for Community Development Officers (CDOs). This should include training in community engagement, participatory planning, and digital tools for development communication. Dedicated operational budgets should also be allocated to ensure that field officers are effectively facilitated.



- ii. The Office of the President, through the Governance and Security Programme, should establish a National Coordination Taskforce on Community Mobilisation. This taskforce will streamline planning, harmonise messaging, and align interventions across MDAs, cultural institutions, and non-state actors to eliminate duplication and enhance synergy.
- iii. In collaboration with Local Governments and cultural leaders, MGLSD and the Uganda Communications Commission (UCC) should strengthen awareness campaigns using community radios, mobile caravans, and local-language Information, Education and Communication (IEC) materials. This will improve citizen understanding of programmes such as PDM and foster greater participation in national development initiatives.
- iv. The Office of the Prime Minister (OPM), working with the Uganda Bureau of Statistics (UBOS) and MGLSD, should design and deploy an integrated Monitoring and Evaluation (M&E) system that enables real-time tracking of activities, results, and feedback. This system should be digitised and decentralised to empower district-level reporting and performance reviews.
- v. To improve coordination and accountability in the implementation of cross-sectoral interventions, it is recommended that the Office of the President, in partnership with MGLSD, Equal Opportunities Commission (EOC), and MoFPED, institutionalises a harmonised results-based framework. This should address challenges such as dual reporting, fragmented performance tracking, and overlapping outputs observed in interventions like the Household Engagement Programme. The framework should feature joint planning tools, shared monitoring indicators, and unified reporting systems to ensure accurate attribution, minimise duplication, and enhance inter-agency coherence.
- vi. MGLSD, in collaboration with cultural institutions and civil society, should formally integrate existing community structures such as VSLAs, religious groups, and youth associations into mobilisation strategies. These platforms should be supported to disseminate information, monitor community initiatives, and act as local accountability mechanisms.
- vii. MoFPED, in consultation with MGLSD and Local Governments, should institutionalise a Community Mobilisation Incentive Scheme. This scheme should provide modest financial support, public recognition, and non-monetary rewards for outstanding mobilisers, including Parish Chiefs, youth champions, and cultural leaders who support local transformation efforts.

By addressing these constraints through coordinated, well-resourced, and locally grounded strategies, the Community Mobilisation and Empowerment Programme will be better positioned to deliver inclusive and impactful development outcomes in line with Uganda's Vision 2040 and NDP III targets.



CHAPTER 1: INTRODUCTION

1.1 Background

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

Through its 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 BMAU is closely aligned with budget execution, accountability, and service delivery frameworks.

Beginning in FY2021/22, 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 (MPSs). 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 Mobilization 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 semiannual monitoring of the Community Mobilisation and Mindset Change Programme for the budget execution period from 1st June 2024 to 31st December, 2024.

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 so by enhancing citizen participation, boosting productivity, promoting inclusiveness, and strengthening the social well-being of the population. The Ministry of Gender, Labour and Social Development (MGLSD) 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 Governments (LGs).



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 implemented through three sub-programmes: Community Sensitisation and Empowerment; Strengthening Institutional Support; and Civic Education and Mindset Change

1.5 Key Programme Outcomes

The key expected results included: (i) Informed and active citizenry; (ii) Increased household saving; (iii) Increased participation of the diaspora in development processes; (iv) Empowered communities for participation; (v) Increased staffing levels; (vi) Community development initiatives in place; (vii) Improved morals, positive mindsets, attitudes and patriotism; (viii) Reduction in corruption cases; and (ix) Reduction in negative cultural practices.

1.6 Structure of the Report

The report is structured into four chapters. These are Chapter 1: Introduction; Chapter 2: Methodology; Chapter 3: Programme Performance; Chapter 4: Conclusion and Recommendations.



CHAPTER 2: METHODOLOGY

2.1 Scope

This report presents findings from the interventions implemented under the Community Mobilisation and Mindset Change (CMMC) Programme. The monitoring exercise focused on activities undertaken during FY2024/25, specifically covering the period from 1st June 2024 to 31st December, 2024. All 14 interventions implemented within the programme were monitored. The detailed interventions and planned outputs 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 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 (MGLSD), 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 employed during the 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 semi-annual targets outlined in the Vote MPS 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 FY2024/25 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 on selected programmes. Data from the following sources was also reviewed and analysed: 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 (CDOs), 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 FY2024/25

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 the 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 Limitation

The lack of a harmonised results framework led to challenges in measuring performance, accountability gaps and attribution of results.

CHAPTER 3: PROGRAMME PERFORMANCE

3.1 Financial Performance

The programme was allocated a budget of Ug Shs 356.890 billion for FY2024/25. By 31st December, 2024, Ug Shs 136.819 billion (38.3%) had been released, of which Ug shs 79.204 billion (57.8% of the release) was spent, reflecting a fair absorption rate. The balance of funds was largely due to the delayed implementation of certain activities, pending procurement processes, and the phased disbursement of funds aligned with activity schedules. Notably, the Strengthening Institutional Support Programme absorbed 90% of its allocated funds but registered physical performance of only 42%. This underperformance was primarily attributed to a mismatch between the planned outputs and the actual interventions undertaken, which affected the realisation of targeted results.

3.2 Programme Physical Performance

The overall semi-annual physical performance of the programme was rated as fair, achieving 51% against a financial performance of 70% (Table 3.1). Despite the good financial performance, a significant proportion of the funds was utilised for salaries, contributions to religious and cultural institutions, and transfers to other Government Units, which limited direct investment in planned development interventions. The programme is implemented through three sub-programmes, covering a total of 14 interventions.

Table 3.1: Performance of the Community Mobilisation and Mindset Change Programme by 31st December, 2024

Sub-programme	Financial Performance (%)	Physical Performance (%)	Remarks
Community Sensitisation and Empowerment	69	51	Fair
Strengthening Institutional Support	90	42	Poor
Civic Education & Mindset Change	50	59	Fair
Overall Programme Performance	70	51	Fair Performance

Source: Author's Compilation

The detailed performance of the monitored intervention under the sub-programmes is discussed below:

3.3 Community Sensitisation and Empowerment Sub-programme

The objective of the sub-programme is to enhance the effective mobilisation of families, communities, and citizens for national development. The sub-programme is being implemented through four key interventions, namely:



- i Reviewing and implementing a comprehensive community mobilisation strategy.
- ii Developing and implementing a National Civic Education Programme aimed at improving the level of awareness of the roles and responsibilities of families and communities.
- iii Designing and implementing a programme aimed at promoting household engagement in culture and creativity for income generation at the household level.
- iv Implementing the 15-household model for social economic empowerment.

The Ministry of Gender, Labour and Social Development (MGLSD), the Equal Opportunities Commission (EOC), the Ministry of ICT and National Guidance (MoICT&NG), the Uganda Registration Services Bureau (URSB), and the National Population Council (NPC) are responsible for executing the interventions. The key outputs for FY2024/25 include increasing family, community, and citizen participation in national development processes; fostering a more informed and engaged citizenry; enhancing household savings; and encouraging greater diaspora involvement in national development through the implementation of the diaspora policy.

Financial Performance

The sub-programme budget for FY2024/25 is Ug shs 42.579 billion, of which Ug shs 19.127 billion (45%) was released, and UgShs 13.173 billion (69% of the released funds) was spent by 31st December 2024, reflecting a fair absorption rate. Most of the funds were utilised for salaries and contributions to religious and cultural institutions.

Physical Performance

The overall physical performance was fair, achieving 51% (refer to Table 3.2). Among the four interventions assessed, three demonstrated fair performance levels, while one exhibited poor performance.

Table 3.2: Performance of the interventions as at 31st December, 2024

Intervention	Performance	Remarks
Review and implement a comprehensive community mobilisation (CMM) strategy		The Ministry of Gender, Labour and Social Development (MGLSD) reported fair performance, at 52%. They developed a training manual on parenting and collaborated with the Ministry of ICT and National Guidance (MoICT&NG) to engage 75 out of the planned 156 media outlets. This partnership supported 284 media and communication initiatives across Ministries, Departments, Agencies (MDAs), and Local Governments (LGs).

Intervention	Performance	Remarks
Develop and implement a National Civic Education Programme		This was fair, at 57%. MoICT&NG undertook digital media campaigns on government programmes through podcasts and blog posts.
Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation		Fair performance, at 54%. The Uganda Registration Service Bureau (URSB) carried out 30 mass media campaigns to promote its registration services; while MGLSD provided monitoring and technical support for national culture priority interventions and family parenting guidelines.
Implement the 15-Household Model for social economic empowerment		Poor performance, as 42% of outputs were achieved due to partial implementation of the planned outputs; e.g. a draft report on adult learning and education systems building assessment and diagnosis was prepared. There is also a misalignment of planned outputs and the sub-programme.

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 is a national, cross-sector initiative aimed at transforming community mindsets and promoting the adoption of positive attitudes, values, and practices that drive socio-economic development and poverty eradication. Anchored within the NDPIII framework, the strategy targets households as the primary units of change to enhance citizen participation in development programmes.

The Ministry of Gender, Labour and Social Development (MGLSD), in collaboration with the Ministry of ICT and National Guidance (MoICT&NG) and the National Population Council (NPC), has outlined several key planned outputs under the Community Mobilisation and Empowerment intervention. Specifically, MGLSD intends 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; and (iv) disseminate a Training Manual on Parenting to 80 Local Governments.

Complementarily, MGLSD intends to: (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.



Overall performance was fair, at 52%, against the annual targets by 31st December 2024. This performance was primarily attributed to the delayed implementation of planned activities, limited inter-agency coordination, and challenges in resource mobilisation and dissemination logistics. The detailed performance is presented in the section below.

National Family Policy and Training Manual on Parenting disseminated in 80 Local Governments (districts, cities and municipalities): The dissemination of the Family Policy was postponed after its return from Cabinet with directives for revision, which remained unaddressed by the end of the reporting period. Despite this setback, the Ministry disseminated the Parenting Training Manual to an initial cohort of nine (9) districts. Notable progress was observed in districts such as Kiryandongo, where a Parenting Support Group was established; in Adjumani district, where over 400 residents participated in fatherhood-focused community dialogues; and in Kitgum District, where more than 120 local leaders and educators were trained on positive parenting techniques. These early rollouts demonstrated significant community interest and readiness for scaled implementation.

Revised National Culture Policy disseminated to 80 Local Governments: On cultural development, MGLSD successfully disseminated the revised National Culture Policy to 80 Local Governments. The policy advocates the integration of culture into Uganda's development agenda, with emphasis on creative industries, heritage conservation, and tourism. Implementation examples included artisan training in Mbarara District supporting local crafts such as cowhide products and woven baskets, and tourism-focused workshops in Jinja leveraging the Source of the Nile. Awareness campaigns via local radio further enhanced public understanding of the policy's benefits for economic empowerment and cultural preservation.

Media and communication support activities provided to Ministries, Departments and Agencies (MDAs) and Local Governments (LGs): The Ministry of ICT and National Guidance (MoICT&NG), in partnership with the Uganda Media Centre, supported 75 out of a targeted 156 media outlets to conduct 284 media and communication activities aimed at improving public awareness and government visibility. Field engagements in regions such as Teso, Bukedi, Mbale, and Gulu led to increased citizen participation in government programmes, with notable male (52%) and female (48%) engagement. Communication Officers were instrumental in delivering tailored messages that strengthened citizen-state engagement and enhanced media responsiveness across MDAs and Local Governments.

Public awareness on demographic dividend (DD) and the impact of population dynamics on development built: The National Population Council (NPC) conducted a nationwide awareness campaign to promote understanding of the demographic dividend (DD) and the role of population dynamics in national development. Using radio, television, and community engagement platforms, the campaign improved public knowledge on the importance of investing in health, education, and family planning. Field findings from Mbale District showed a 25% increase in the demand for family planning services, while in Mityana District over 70% of the participants could articulate the link between lower dependency ratios and economic growth – an improvement from less than 40% before the campaign.

While the intervention demonstrated promising groundwork in cultural promotion, media engagement, and parenting education, progress was constrained by delays in policy clearance and uneven rollout of planned outputs. Moving forward, timely approval of key policy documents, strengthened coordination among lead agencies, and scaled community-level engagement will be essential to accelerating programme impact.

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 Equal Opportunities Commission (EOC) and MoICT&NG are the lead implementing agencies.

For the FY2024/25, 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 Ministries, Departments and Agencies (MDAs).

By the end of the reporting period, the intervention had registered fair performance of 57%, with varying degrees of progress across the planned outputs. Detailed performance is given below:

Quarterly executive coordination and oversight of Education, Training, Information, and Communication Department (ETIC) department: The EOC conducted quarterly oversight of the ETIC Department to evaluate youth participation in programmes such as the Parish Development Model (PDM), *Emyooga*, and the GROW initiative. In Mukono District, oversight revealed successful youth engagement, with groups forming agricultural cooperatives and launching boda-boda businesses that boosted employment and incomes. However, in Wakiso District, youth faced obstacles including complex eligibility criteria, limited awareness, delayed funding, and weak post-funding support. Based on these findings, the EOC recommended intensified sensitisation, simplified registration processes, and stronger follow-up mechanisms to enhance youth participation and equity in programme access.

Marginalised and vulnerable groups mobilised to participate in development programmes through commemoration of the International Day of Older Persons and the International Day for Persons with Disabilities: The EOC mobilised marginalised and vulnerable populations through the commemoration of national events. During International Youth Day, held in Soroti District under the theme “Skills Development of Youth”, the Commission promoted the importance of practical skills training to improve youth employability and self-reliance.

Similarly, in Kumi District, the International Day for Persons with Disabilities was commemorated through a stakeholder dialogue attended by 80 participants from the disability community and 20 district officials. The event focused on promoting inclusion, raising awareness of disability rights, and addressing challenges related to education and employment access. These engagements enhanced collaboration between Local Governments and communities, while spotlighting persistent barriers to inclusive development.

Digital media campaigns on government programmes undertaken: During the manifesto accountability month, MoICT&NG successfully implemented digital media campaigns for 24 MDAs. These campaigns amplified the visibility of flagship government programmes,



leveraging platforms such as Twitter, Facebook, YouTube, and official MDA websites. For instance, the Uganda Investment Authority's campaign on industrial parks reached over 500,000 online users. At the same time, the Ministry of Health's digital rollout of the hepatitis B awareness drive garnered high engagement, particularly in Northern Uganda. Field findings indicated that the digital approach not only boosted citizen access to government information but also fostered improved real-time inter-agency coordination in messaging and content scheduling. Several MDAs reported a rise in direct public inquiries and feedback, notably through embedded comment tools and live-stream sessions.

Coordination and monitoring of public education campaigns on broadcast media: In parallel, the Ministry coordinated and monitored public education campaigns aired on both radio and television, fulfilling its mandate under output (iv). These included national broadcasts on Uganda Broadcasting Corporation (UBC) and partnered regional stations to ensure wide geographical coverage. The radio talk shows held in Mbale and Mbarara Districts facilitated interactive public engagement, with local leaders responding to citizen concerns live on air. In the Kigezi sub-region, televised campaigns explaining PDM led to increased participation in PDM-related trainings, particularly among women and youth groups. Monitoring reports showed that message consistency was maintained across platforms, and collaboration with District Communication Officers improved the tailoring of content to local dialects and development priorities.

Government programmes promoted through podcasts and blog posts: MoICT&NG developed and disseminated podcasts and blog posts on key themes such as health innovation, tourism and conservation, transport infrastructure, agricultural marketing, responsible gaming, and the Fourth National Development Plan (NDP IV). The content featured practical examples, including mobile diagnostic tools like *Matibabu*, developments such as the Kampala-Jinja Expressway, and digital skills training for SMEs. These resources were distributed across major platforms, including Spotify, Apple Podcasts, and official government portals, significantly increasing public engagement with national priorities.

Publication and dissemination of achievements related to national programmes and campaigns across 100 MDAs: The Ministry coordinated the publication and broadcasting of government achievements, national events, and campaign. MoICT&NG successfully coordinated the publication and dissemination of government achievements and campaign highlights across over 100 MDAs, enhancing visibility, transparency, and public trust. Field examples from Lira, Masaka, Kampala, Bushenyi, and Mbale showed increased citizen engagement, with media broadcasts and digital platforms promoting awareness of programmes like PDM and *Emyooga*. These efforts led to higher community participation, better understanding of government priorities, and strengthened demand for accountability.

Overall, the intervention made commendable progress in public awareness creation, civic engagement, and inclusive participation in development initiatives. Nonetheless, gaps remain, particularly regarding accessibility, inter-agency coordination, and technical support mechanisms. To enhance performance in the next implementation period, it will be critical to simplify beneficiary access procedures, expand community-level sensitisation efforts, and strengthen institutional support systems across both central and Local Governments.



3.3.3 Design and implementation of a programme to promote household engagement in culture and creative industries for income generation

This intervention was designed to mobilise families, communities, and individual citizens to actively participate in Uganda's culture and creative industries as a pathway to income generation and inclusive national development. It aimed to strengthen local cultural initiatives, support traditional leadership structures, and promote the protection and monetisation of intellectual property rights for creatives. MGLSD and URSB served as the lead implementing agencies.

During the reporting period, the intervention achieved a fair performance score of 54%. Notable progress was recorded in public sensitisation, advocacy for artists' rights, and institutional coordination. However, the programme did not fully achieve its intended goal of promoting household-level participation in income-generating cultural and creative activities. Most implementation efforts leaned heavily towards awareness creation rather than translating that visibility into sustainable livelihoods.

The planned outputs for the FY2024/25 included: (i) Provision of monitoring and technical backstopping to 80 Local Governments to strengthen implementation of the national culture priority interventions and the Family and Parenting Guidelines; (ii) Facilitation of 17 gazetted traditional and cultural leaders with monthly emoluments to enhance grass-roots mobilisation for government programmes; (iii) Execution of four mass media campaigns to raise awareness about URSB registration services; (iv) Organisation of four regional community engagements to promote cultural entrepreneurship and intellectual property awareness; (v) Implementation of one national Customer Engagement Week to enhance public service delivery and increase the registration of creative works; (vi) Procurement and dissemination of 100 promotional materials to support public education; and (vii) Capacity building and training of Collective Management Organisations (CMOs) and local artists on intellectual property rights, copyright registration, and licensing procedures.

Performance

Eighty Local Governments monitored and provided with technical support backstopping on the implementation of the national culture priority interventions and Family and Parenting Guidelines: MGLSD provided monitoring and technical support to nine Local Governments of Adjumani, Madi-Okollo, Koboko, Obongi, Terego, Yumbe, Kiryandongo, Kitgum, and Lamwo. In Adjumani and Yumbe, workshops engaged over 300 community members on topics such as positive parenting, child rights, and non-violent discipline. In Kitgum and Lamwo Districts, community theatre and radio programming were utilised to spread parenting messages, while in Kiryandongo District, collaboration with schools and religious institutions reinforced local child development campaigns. These efforts contributed to stronger family support systems and improved understanding of cultural values as foundations for national development.

Facilitation of 17 gazetted traditional and cultural leaders with monthly emoluments to enhance grass-roots mobilisation for government programmes: Monthly emoluments were provided to 17 gazetted traditional and cultural leaders. These leaders played a central role in mobilising communities, promoting positive cultural values, and encouraging participation in national programmes related to parenting, creative enterprise, and civic engagement.



Four mass media campaigns on Uganda Registration Service Bureau (URSB) registration services conducted: The campaigns focused on public sensitisation through four national mass media campaigns conducted by URSB. These campaigns ran across 27 radio stations, appeared in three national newspaper supplements, and generated more than 165 digital stories. The messaging improved public understanding of civil, business, and intellectual property registration, and encouraged formalisation of creative enterprises.

URSB facilitated eleven regional community engagement sessions, surpassing the original target of four. These were held in districts such as Mbarara, Tororo, Mbale, and Jinja, where community members were sensitised on cultural entrepreneurship and intellectual property rights. The sessions significantly improved awareness about legal protections for creatives and stimulated interest in formalising cultural businesses.

Implementation of one national Customer Engagement Week to enhance public service delivery and increase registration: This involved the implementation of a national Customer Engagement Week by URSB. This initiative created a platform for feedback and interaction between citizens and URSB, enhancing public awareness about registration procedures and services. While the activity improved visibility, its reach in rural and digitally underserved communities remained limited.

Procurement and dissemination of 100 promotional materials to support public education: A total of 100 promotional materials were developed and disseminated to support public education initiatives. Distribution was conducted primarily through district and sub-county offices, targeting local leaders for onward community outreach. However, field findings from Soroti District revealed that access remained limited in rural areas, with only partial coverage and language barriers hindering effective communication. The materials, while visually engaging, were largely in English and not easily understood by all community members. These challenges underscore the need for future campaigns to adopt more locally adapted approaches, including translations into local languages and the use of grass-roots communication channels such as community radio and cultural groups.

Capacity building and training of Collective Management Organisations (CMOs) and local artists on intellectual property (IP) rights in the culture and creative industry: URSB conducted six regional workshops to build the capacity of CMOs such as Uganda Performing Right Society (UPRS) and Uganda Reproduction Rights Organisation (URRO), along with local artists and entertainment venue operators, on intellectual property (IP) rights. The training, held in Kampala, Gulu, Mbale, Mbarara, Arua, and Jinja, covered copyright registration, licensing, royalty distribution, and governance. Field findings indicated low initial awareness among artists, with notable improvements post-training, including increased copyright registrations, the formation of artist cooperatives (e.g., in Mbarara), and enhanced compliance by venue operators (e.g., in Gulu). These efforts contributed to formalising a sector that accounts for 3% of GDP and employs over 500,000 people.

Overall, the intervention recorded important gains in institutional support, public sensitisation, and policy advocacy. However, its direct impact on household-level income generation within the creative economy remains limited. To address this, future implementation must prioritise practical skills training, improved digital literacy for creatives, rural outreach, and stronger integration into value chains. Additionally, consistent funding and tailored support for intellectual property registration, licensing, and monetisation will be critical to unlocking the full socio-economic potential of Uganda's culture and creative industries.



3.3.4 Implementation of the 15-Household Model for socio-economic empowerment

The 15-Household Model is a transformative grass-roots approach that organises households into 15 clusters, primarily mobilised through women's structures at the Local Government level. This structure enhances the efficiency of service delivery, strengthens community engagement, and promotes household-level participation in Uganda's socio-economic transformation agenda. By empowering communities through household visioning and skills development, the model contributes directly to the PDM and the NDP III objectives.

Specifically, the planned outputs for FY2024/25 include: (i) the development of the National Adult Learning Qualification Framework; (ii) nationwide dissemination of the Community Mobilisation and Empowerment Strategy (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 Centers (RTCs); (vi) mentorship of 15 Local Governments on MGLSD's 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.

Performance

The intervention showed limited progress (42%) in carrying out various activities. There was a significant disconnect between the intended outputs and the intervention's key objectives. A large number of the outputs executed during the reporting period focused more on system enhancement, evaluations, and capacity building at both institutional and Local Government levels. For further details on performance, see below:

Adult Learning Qualification Framework developed: MGLSD successfully developed the National Adult Learning Qualification Framework and submitted it to Cabinet for review. This milestone advances Uganda's vision of formalising lifelong learning and integrating adult education into the national qualifications system, in line with Vision 2040 and the Human Capital Development Programme.

Adult Learning and Education Systems Building Assessment and Diagnosis Report for 20 Local Governments prepared: An Adult Learning and Education Systems Assessment was conducted across 20 Local Governments to inform the strengthening of adult education delivery systems. The findings will guide future investments in learner support, instructional quality, and district-level education planning aligned with the Uganda National Qualifications Framework.

Assessment and diagnosis exercise for programming 10 Rural Training Centers (RTCs) conducted: Comprehensive assessment and diagnostic exercise was conducted by MGLSD across 10 RTCs – Arapai, Nakaloke, Mubende, Pece, Ngetta, Bunyoro, Moroto, Tororo, Kikungiri, and Ombaci – with the objective of revitalising them as community-based skills hubs aligned with PDM. The exercise examined the state of infrastructure, training relevance, equipment availability, staffing, and responsiveness to local needs.

The findings revealed that while most RTCs maintained basic structural integrity, several centers suffered from serious infrastructure degradation. Kikungiri RTC in Kabale and Nakaloke RTC in Mbale were in dilapidated condition, with broken floors, leaking roofs, cracked walls, and non-functional sanitation facilities – conditions confirmed by photographic evidence. Despite its poor infrastructure, Kikungiri remained active in delivering inclusive vocational training, particularly for Persons with Disabilities (PWDs). In contrast, Bunyoro RTC in Hoima stood out with well-maintained infrastructure, reliable utilities, and readiness to expand oil and gas training partnerships.

Field observations revealed a strong demand within the community for practical skills, particularly in agribusiness, tailoring, carpentry, and ICT. However, persistent issues such as outdated equipment, old curricula, and poor maintenance have limited progress. Centers like Pece in Gulu and Ngetta in Lira are promising because of their active community engagement and partnerships, but they still need specific investments in tools and dormitory upgrades. Revitalizing Uganda's RTCs will necessitate not just improvements in infrastructure but also updates to the curriculum, focused retooling, and enhanced public-private partnerships to ensure that skills training aligns with regional economic opportunities and inclusive development objectives.

Mentorship of 15 LG of on MGLSD Open Data Kit (ODK) data management for Community Based Services nutrition performance conducted: Mentorship on Open Data Kit (ODK) management was conducted by MGLSD across the 15 Local Governments to enhance community-based nutrition service delivery. The initiative significantly improved the use of real-time data in planning, monitoring, and decision-making. In Kiryandongo, LG nutrition service coverage rose by over 30% due to improved tracking systems. Isingiro recorded enhanced community engagement through data-driven follow-ups, while Rukiga LG reported a rise in nutrition education scores from 45% to 75%, reflecting better household dietary practices. The mentorship improved local capacity for data collection, analysis, and utilisation, contributing to more responsive and effective community nutrition programming.



Left: Dilapidated structure; Right: Beneficiary in Kikungiri Rural Training Centre, Kabale District

Routine technical support supervision and joint monitoring of the Community Development Function conducted in 60 LGs: MGLSD also conducted technical support supervision and joint monitoring of the Community Development Function in 60 Local Governments. By mid-year, 254 officers (174 males and 80 females) had participated in the outreach. Local Governments such as Rukiga, Gulu, and Mubende showcased high-impact community initiatives. Rukiga reported a 35% increase in average household incomes through cooperative-based farming. In Gulu, community-driven participation in child protection and



nutrition services increased by 40%. Mubende strengthened community vigilance and reporting on gender-based issues, supported by strategic outreach through radio and village dialogues.

3.3.5 Sub-Programme Conclusion

The sub-programme achieved fair overall performance of 51%. Progress was achieved through the dissemination of key policy frameworks and national media campaigns that promoted civic values and awareness. However, its impact was constrained by limited grass-roots implementation, weak integration of the 15-Household Model, and the absence of structured capacity-building at the local level. Additionally, the lack of interactive digital tools and feedback mechanisms restricted meaningful citizen engagement and monitoring of behavioural change. Strengthening future delivery will require fully operationalizing the 15-Household Model across districts, embedding ICT-enabled civic tools, and building local capacities to translate awareness into sustained community action and inclusive development.

Financial execution was also suboptimal, with delayed disbursements and budget reallocations adversely impacting timely and effective output delivery. Moving forward, greater emphasis should be placed on aligning activities with the programme's core development objectives, streamlining coordination across implementing agencies, and accelerating the scale-up of proven community-based models to foster inclusive, bottom-up socio-economic transformation.

3.4 Strengthening the Institutional Support Sub-Programme

The Strengthening Institutional Support Sub-Programme aims to improve the functionality, coordination, and responsiveness of institutions involved in community mobilisation and empowerment. Through its three interventions, the sub-programme sought to build institutional capacity at Central and Local Government levels, integrate data systems for informed planning, and embed cultural and non-state actors into community development processes.

For FY2024/25, the Ministry planned several strategic and operational outputs to enhance institutional effectiveness and coordination. These include: (i) provision of Ministry strategic guidance and coordination; (ii) facilitation of strategic collaborations and partnerships; (iii) preparation of quarterly political monitoring and supervision reports; (iv) submission of quarterly support supervision reports on records management to management; (v) preparation of two quarterly Monitoring and Evaluation (M&E) reports on Ministry programmes and projects; and (vi) submission of two M&E reports to relevant authorities. Additional outputs focused on cross-cutting issues such as: (vii) dissemination of the Workplace HIV Policy to Ministry institutions; (viii) quarterly HIV/AIDS testing and counselling sessions; and (ix) 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

For FY2024/25, the sub-programme was allocated UgSh 7.915 billion, of which UgSh 4.553 billion (58%) was released and UgSh 4.079 billion (90% of the release) absorbed by 31st December 2024, reflecting good financial absorption.



Physical Performance

The overall physical performance was rated poor (42%), as shown in Table 3.5. Analysis of the performance revealed that the planned outputs were not adequately aligned with the intervention objectives, contributing significantly to the underperformance. Despite the relevance of these outputs in principle, their implementation revealed notable misalignment with the institutional capacity gaps and strategic needs at both central and Local Government levels. Specifically, while emphasis was placed on report generation, coordination efforts, and awareness activities, limited focus was given to tangible institutional strengthening and capacity development.

As a result, several planned outputs, though successfully executed on paper, did not translate into measurable improvements in service delivery or institutional resilience. This disconnect underscores the urgent need for a more targeted and needs-driven approach in planning, ensuring that future outputs directly respond to identified institutional constraints and contribute meaningfully to the programme's overarching objectives. Furthermore, all three interventions recorded poor performance at the intervention level, as detailed in Annex 3.

Table 3.5: Performance of interventions under the strengthening institutional support sub-programme as at 31st December, 2024

Intervention	Performance Status	Remarks
Equip and operationalise community mobilisation and empowerment (CME) institutions/structures.		The performance was poor at 48%; there was misalignment between key planned outputs and interventions.
Establish and operationalise the Community Development Management Information System (CDMIS) at the parish and sub-county levels		Performance was poor. The planned outputs were not in line with the intervention.
Institutionalise cultural, religious and other non-state actors in community development initiatives		Performance was 43%. The outputs were also not in line with the intervention.

Source: Author's Compilation

Detailed performance of the three interventions under the Strengthening Institutional Support Sub-programme is discussed hereafter:

3.4.1 Equipping and operationalising community mobilisation and empowerment (CME) institutions

Intervention performance was poor (48%). While some outputs were achieved, such as the supervision of facilities like Gulu and Mbale Remand Homes, the activities prioritised internal monitoring, allowances, and policy dissemination over actions that enhanced institutional capacity for citizen mobilisation. Health-related activities such as HIV/AIDS testing and commemoration events, though socially valuable, did not directly contribute to the mindset change and civic engagement targets central to this intervention.

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

The performance of the intervention was poor, attributed to output misalignment. The intervention's objective was to institutionalise a data-driven planning system at the parish and sub-county levels. However, the associated outputs focused on pension processing, statistical bulletin production, and supervision of institutional operations in facilities like Kampiringisa, Lweza, and Fort Portal, rather than on the core CDMIS components such as software deployment, data infrastructure, or capacity building for CDOs. Moreover, merging this intervention's budget with another sub-programme weakened focus and diluted accountability, further obstructing effective implementation.

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

The intervention's execution was inadequate, achieving only 43%. The planned outputs encompassed internal functions like preparing audit reports, managing contract reports, planning risk management, and maintaining the fleet. These activities were primarily administrative and did not address the imperative to formalise, enhance skills, or involve non-state actors in national mobilisation efforts. As a result, the intervention did not succeed in fostering the partnerships or operational frameworks needed to harness the influence of cultural and religious leaders at the community level.

3.4.4 Sub-Programme Conclusion

The Institutional Strengthening Sub-Programme registered an overall performance of 42%, reflecting the underlying weaknesses in intervention design and execution. While budget absorption was relatively efficient, the misalignment between planned objectives and implemented outputs significantly hindered the physical performance. Key interventions intended to enhance institutional capacity, such as equipping CME institutions, operationalising the CDMIS, and institutionalising non-state actor participation, were executed through primarily administrative activities that did not reflect the strategic focus of the programme.

This confusion stemmed from poor output planning, blended budgeting, and weak inter-agency coordination, diluting the core purpose of institutional transformation. The intended outcomes of establishing data systems, formalising partnerships with cultural and religious leaders, and strengthening civic engagement structures were not realised. Instead, outputs prioritised internal processes like audits, pension payments, and commemorative events, which, though necessary, did not directly contribute to institutional functionality or community mobilisation.

To strengthen performance in the future, it is essential to realign outputs with the strategic intent of the interventions, enforce results-based budgeting, and ensure more precise delineation of responsibilities across implementing institutions. Greater investment in planning, monitoring, and oversight mechanisms will be required to restore focus and ensure that future implementation meaningfully supports the institutional foundations of community development and citizen engagement.



3.5 Civic Education and Mind Change Sub-programme

The Civic Education and Mindset Change Sub-Programme is a foundational initiative to cultivate civic responsibility, ethical conduct, and active citizenship as key drivers of Uganda's transformation agenda. Aligned to Uganda's Vision 2040, the sub-programme promotes values of patriotism, national unity, and community empowerment by reshaping attitudes and fostering a shared sense of purpose among citizens.

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

Originally implemented by MoICT&NG, EOC, and URSB, all interventions were transferred to the Office of the President under the Governance and Security Programme to enhance coordination. Consequently, no formal performance assessment was conducted for interventions under this new institutional set-up. However, several activities remained budgeted under the Civic Education sub-programme, resulting in challenges in tracking both financial and physical performance.

Performance

The performance of the sub-programme was assessed as fair, achieving a score of 59% (Table 3.6). However, the analysis faced limitations due to the consolidation of interventions under a single budget line and the attribution of specific outputs to the Governance and Security Programme. These factors constrained clarity regarding financial management and tracking of results.

Table 3.6: Performance of the interventions as of 31st December, 2024

Intervention	Performance Status	Remarks
Develop and implement a National Civic Education Programme aimed at improving the level of awareness of the roles and responsibilities of families, communities and individual citizens		Fair performance at 61%. MOICT&NG conducted ideological mentorship sessions, symposiums. However, this was planned under the Development and Implementation of a National Civic Education Programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens.



Intervention	Performance Status	Remarks
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 under the Community Sensitisation and Empowerment sub-programme, where the MGLSD supported 17 cultural leaders with monthly emoluments of US\$ 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 creative industries for income generation		Fair performance, at 59%. 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 the roles and responsibilities of families, communities and individual citizens

The intervention is designed to develop and implement a comprehensive National Civic Education Programme to enhance awareness of the roles and responsibilities of families, communities, and individual citizens. Its ultimate goal is to foster civic responsibility, promote active participation in governance, and strengthen national unity and social cohesion. MoICT&NG and EOC implement the intervention.

For FY2024/25, the planned outputs under this intervention include the following: (i) Implementation of community mobilisation and sensitisation campaigns to empower citizens and improve uptake of government programmes; (ii) Popularisation of the National Vision, national interests, and the principle of the common good to build a shared national identity; (iii) Design and implementation of a robust, systematic National Civic Education Programme to ensure sustainability and national reach; (iv) Development, validation, and dissemination of guidelines promoting equal opportunities and affirmative action in the implementation of HIV/AIDS, TB, and malaria services to both duty-bearers and rights-holders at national and local levels; and (v) Mobilisation of vulnerable and marginalised groups to participate in HIV/AIDS, TB, and malaria service delivery, especially during national commemorations such as World AIDS Day.

Performance

Community mobilisation and sensitisation campaigns to inspire and empower citizens for improved uptake of government programmes: MoICT&NG conducted targeted mobilisation and sensitisation campaigns in the Rwenzori sub-region. These efforts focused on creating awareness about government programmes such as *Emyooga*, PDM, and the Digital Transformation Road Map. Engagements held in Bwera, Hima Town Council, and Kasese Municipality led to increased registration of local groups into *Emyooga* SACCOs, demonstrating improved public responsiveness.



National Vision, interest, and common good for the citizenry popularised: MoICT&NG advanced efforts to popularise the National Vision and shared values through the operationalisation of the objective of the constitution, which emphasises national duties such as loyalty, unity, and participation in development. A two-day workshop produced a draft operational framework, while a five-day retreat for the Inter-Ministerial Taskforce laid the foundation for cross-sectoral engagement. Data collected in the Western and Elgon/Bukedi sub-regions revealed that 65% of citizens could name at least three national values, only 40% understood their constitutional obligations, underscoring the need for expanded civic education.

A robust National Civic Education Programme designed and implemented: MoICT&NG conducted localised needs assessments across Luweero, Nakasongola, Kiryandongo, Masindi, Namayingo, Busia, Tororo, and Bugiri Districts. The findings guided the development of IEC materials tailored to local contexts. Reports from Luweero indicated a marked improvement in citizen participation during community meetings following the dissemination of the IEC materials.

Pre-visits for ideological cadreship development: Preparatory visits for ideological cadre development were undertaken by MoICT&NG in the Busoga and Kigezi sub-regions. These visits, led by the Ministry, involved logistical assessments and community consultations, laying the groundwork for structured civic leadership training. Local Governments demonstrated readiness to support future implementation, emphasising the significance of continued mentorship for sustainable ideological awareness.

Production and distribution of national guidance materials. The production and distribution of national guidance materials on equal opportunities in HIV/AIDS, TB, and malaria service delivery were successfully implemented. The guidelines, emphasising affirmative action for marginalised groups, were disseminated at national and district levels. In Kiryandongo District, workshops influenced the revisions of local health work plans to incorporate specific interventions for PWDs and ethnic minorities. Similarly, in Mbarara District, dissemination efforts led to the introduction of mobile HIV testing in underserved urban areas, enhancing access for women, youth, and men. These efforts strengthened district-level commitment to inclusive health service delivery.

Guidelines for the promotion of equal opportunities and affirmative action in implementing HIV/AIDS, TB, and malaria services developed, validated, and disseminated. The EOC led inclusive HIV/AIDS programming workshops in 20 districts, engaging over 600 stakeholders. The EOC developed, validated, and disseminated national guidelines on equal opportunities and affirmative action in the delivery of HIV/AIDS, TB, and malaria services. Over 600 stakeholders (360 males and 240 females) were trained across 20 districts to enhance inclusive service delivery. In Mbarara District, this led to a gender-responsive outreach campaign targeting underserved urban communities. The initiative resulted in a 32% increase in voluntary counselling and testing among young women and a 28% rise among male boda-boda riders, demonstrating the effectiveness of inclusive approaches in improving health access and outcomes.

Vulnerable and marginalised people mobilised to participate in the implementation of HIV/AIDS, TB, and malaria services through commemoration of World AIDS Day

MoICT&NG distributed national guidance materials, including civic education manuals and sensitisation posters across the West Nile sub-region. The intervention achieved notable progress in mobilising both male and female community members, especially the vulnerable



and marginalised, to engage in HIV/AIDS, TB, and malaria services through civic education and national value campaigns. Strategic dissemination of civic materials in Arua during market days reached over 5,000 residents, while a seven-day civic training in Kabale and Iganga equipped 600 local leaders (370 males, 230 females) with knowledge about constitutional duties.

Through community-led sensitisation, follow-up activities in Kisoro extended civic awareness to over 1,200 citizens (720 women, 480 men). Despite these achievements, the need for sustained grass-roots engagement, particularly with youth and women, was emphasised, and the importance of continuous investment in localised IEC tools and follow-up activities to strengthen civic participation and national consciousness was highlighted.

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

The intervention primarily focuses 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 FY2024/25 are: (i) Support to cultural leaders; and (ii) Establishment of a mindset change programme. Implementation was led by MGLSD under the broader framework of the Community Sensitisation and Empowerment Sub-Programme.

Support to cultural Leaders: The Ministry supported 17 recognised cultural institutions with a total budget of Ug Shs 30 billion to reinforce their role in promoting progressive social norms and mobilising communities. Of this amount, UgSh 12.4 billion was allocated for emoluments, with each leader receiving UgShs 60 million, structured as Ug Shs 15 million for personal welfare and Ug Shs 45 million for promoting indigenous languages, cultural values, and grass-roots mobilisation for wealth creation. Additionally, Ug Shs 15 billion was dedicated to the procurement of transport facilities, with each institution receiving two vehicles (a station wagon and a double-cabin pick-up) to improve community outreach. A further UgShs 1.25 billion was invested in the renovation and construction of five cultural palaces for the Lango, Iteso, Tieng Adhola, Obusinga Bwa Rwenzururu, and Kumam institutions.

Despite the release of funds, the planned outputs had not been realised by 31st December, primarily due to procurement delays. As a result, the delivery of vehicles was still pending, and construction works had not commenced, indicating a lag in implementation despite available financial resources.

Establishment of Mindset Change Programme: The Ministry launched a pilot mindset education programme targeting university students, focusing on patriotism, productivity, and ethical conduct. Implementation began at Lira, Soroti, and Busitema Universities, as well as the Islamic University in Uganda (IUIU). The initiative was particularly successful at IUIU, where mindset principles were integrated into Friday sermons and religious sessions, resulting in increased student involvement in voluntary service, entrepreneurship, and campus leadership. In Mbale, student-led business incubators were established to target agribusiness and ICT. At Soroti University, medical students spearheaded a public health campaign that led to greater uptake of health services, improved hygiene practices, and stronger community health awareness in surrounding rural areas.



These interventions demonstrated encouraging outcomes. Cultural leaders gained enhanced capacity to influence societal attitudes, while the mindset programme among students triggered civic engagement and innovation. However, timely procurement, expanded coverage, and stronger monitoring frameworks are required to optimise impact.

3.5.3 Promoting advocacy, social mobilisation and behavioural change in community development

The intervention to promote advocacy, social mobilisation, and behavioural change aimed to enhance community participation in cultural and creative industries to improve household incomes. Led by the EOC, under the Community Sensitisation and Empowerment Sub-programme, it achieved moderate progress by 31st December, 2024. 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 crafts-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 NDP III 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 EOC, the programme aimed to promote inclusivity, cultural empowerment, and social cohesion by disseminating targeted information and fostering community dialogue.

The planned outputs for FY2024/25 included: (i) Production and distribution of four issues of *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 season's cards (500) produced and disseminated to vulnerable/marginalised individuals and duty-bearers: The EOC distributed 500 calendars, 200 branded diaries, and 500 seasonal cards, falling short of the original target by end of the first half of the FY. Gulu and Kasese Districts revealed that the recipients, particularly youth groups, PWDs, and women leaders highly valued the materials.

Beneficiaries in Gulu reported that the inclusive visual content, especially on the calendars, reinforced messages around gender equality and disability rights, making them suitable for use in community dialogues and school-based sensitisation. In Kasese, local council officials and cultural leaders noted that the branded diaries, though limited in quantity, were practical tools for recordkeeping and were commended for highlighting youth economic empowerment



themes. Overall, the materials were praised for their accessibility, visual appeal, and relevance in advancing inclusive development narratives at the grass-roots level.

Digital social media campaigns (4), 20 radio and 8 TV talk shows, monthly press briefings undertaken, 12 supplements/articles published in newspaper. The EOC implemented two of the planned four digital campaigns, using Twitter and Facebook to drive interactive discussions on disability rights and cultural inclusion, reaching over 500 users. In the districts of Tororo and Abim, community radio listeners interviewed during monitoring visits confirmed that EOC radio programmes improved their understanding of rights-based development. Thirteen of the 20 planned radio talk shows and six of the eight television programmes were aired, reaching an estimated 5 million and 4 million, respectively. Interviews with local leaders in Masaka and Nebbi highlighted increased demand for inclusive policy forums following the broadcasts. Additionally, four commemorative articles were published in national dailies, and five press briefings were held, generating visibility across platforms such as *New Vision*, *Daily Monitor*, *Bukedde*, and *Chimp Reports*.

Equal opportunity forums conducted at district level in all sub regions of Uganda: During the reporting period, the EOC conducted seven out of the 16 planned equal opportunity forums across sub-regions, reaching Kole, Tororo, Kasese, Kira Municipality, Abim, Masaka, and Nebbi. A total of 840 participants, comprising 480 females and 360 males, attended the forums. Kasese and Tororo Districts indicated strong engagement from women and PWDs in shaping inclusive local agendas, with discussions focusing on education access, affirmative action, and inclusive budgeting. Follow-up surveys showed growing community support for gender-sensitive and disability-inclusive policies, while media coverage extended the forum's reach to an estimated 100,000 people nationwide.

Training of Parish Chiefs was conducted in four districts selected from four different sub-regions of Uganda: Training of Parish Chiefs was completed in Kwanja District (Lango sub-region), where over 100 participants from four parishes were trained. The sessions focused on strengthening PDM, promoting cultural entrepreneurship, and enhancing service delivery. Findings from Kwanja revealed that participants adopted action plans to integrate cultural activities into PDM household models, citing immediate benefits such as organised crafts groups and improved local mobilisation.

Sub-programme Conclusion

The sub-programme recorded moderate performance of 59%, based on the assessment of only two interventions under the Community Sensitisation and Empowerment component, which limited the accuracy of the overall evaluation. These assessed activities were budgeted for under a different sub-programme (Civic Education), creating challenges in financial attribution and weakening accountability. Although budget absorption was moderate and community mobilisation efforts showed some success, the misalignment between planning, budgeting, and reporting undermined the credibility of performance data. To improve delivery, future implementation should ensure more precise sub-programme delineation, proper alignment of financial resources with interventions, and comprehensive performance assessments across all components.



CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

The Community Mobilisation and Mindset Change Programme recorded fair performance during the reporting period, with a physical performance rate of 51%, despite achieving a relatively strong financial performance, with 70% of the approved funds released and substantially absorbed. While this level of financial execution demonstrates commendable resource utilisation, it did not correspondingly result in the effective delivery of planned outputs. This disparity underscores underlying inefficiencies in programme design, coordination, and performance measurement.

Implementation progress was uneven across interventions. Although notable community sensitisation and empowerment activities were undertaken, especially under the Governance and Security Programme, performance assessments were limited. Furthermore, the conflation of budgets, where funds earmarked for civic education were simultaneously used to support household cultural engagement initiatives, created attribution challenges and diluted the clarity of programme outcomes. Consequently, the overall physical performance does not fully reflect the scope or impact of interventions implemented during the reporting period.

The results indicate systemic challenges, including misalignment between financial planning and programme delivery, weak monitoring and evaluation systems, and fragmented institutional coordination. Addressing these issues is vital for improving the programme's contribution to national development, particularly in building civic responsibility, promoting social cohesion, and fostering mindset transformation.

4.2 Recommendations

To enhance the relevance, effectiveness, and sustainability of the Community Mobilisation and Mindset Change Programme, the following actions are recommended:

- a) **Conduct a comprehensive institutional capacity assessment.** MGLSD should identify skill gaps among Community Development Officers (CDOs), Parish Chiefs, and local mobilisers, and tailor a national capacity development framework to strengthen programme delivery at all levels.
- b) **Operationalise a National Coordination Mechanism.** MGLSD should harmonise policy implementation across MDAS, Local Governments, and non-state actors. This should include clear roles, communication protocols, and shared accountability frameworks.
- c) **Establish a ring-fenced community mobilisation and mindset change fund** under MGLSD's and MoFPED's joint stewardship to finance high-impact grass-roots innovations, replicate successful models, and incentivise performance-based community engagement.



- d) **Strengthen Monitoring, Evaluation, and Learning (MEL) systems** by introducing digital tools for real-time data collection and feedback. Integrate baseline studies, routine progress tracking, and participatory evaluations to enable adaptive planning and informed decision-making.

- e) **Mainstream civic and mindset transformation content into education and media** by incorporating patriotism, productivity, and ethical leadership themes into school curricula, teacher training, and public campaigns. National awareness drives using radio, TV, and social media should be intensified to reach all population segments, especially youth.



REFERENCES

Equal Opportunities Commission Progress Report Quarter 2 FY2024/25.

FY2024/25; Ministerial Policy Statements for the Ministry of Gender, Labour and Social Development.

Uganda Registration Services Bureau Progress Report PBS Quarter 2 Progress Reports FY2024/25.

Integrated Financial Management System Data FY2024/25 (Development and Recurrent) as of 31st December 2024.

Ministry of Gender, Labour and Social Development Progress Report Quarter 2 FY2024/25.

Ministry of ICT and National Guidance Progress Report Quarter 2 FY2024/25.

National Budget Framework Paper FY2023/24 – FY2025/26 – Ministry of Finance, Planning and Economic Development.

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



ANNEXES

Annex 1: Interventions Monitored under the Community Mobilisation and Mindset Change Programme Monitored for FY2024/25

Vote	Sub-programme	Sampled Intervention	Sampled Districts/Institutions
MGLSD, MoICT, NPC	Community Sensitisation and Empowerment Sub-programme	Review and implement a Community Mobilisation Strategy	MGLSD, MOICT&NG, NPC, Adjumani, Madi-Okollo, Koboko, Obongi, Terego, Yumbe from the West Nile region; Kitgum, Kiryandongo, Lamwo.
EOC, MoICT&NG		Develop and implement a National Civic Education Programme	EOC, MoICT&NG, Mukono
MGLSD, URSB		Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation	MGLSD, URSB, Mbarara, Mbale, Jinja
MGLSD		Implement the 15-Household Model for socio-economic empowerment	MGLSD, Isingiro, Rukiga, Kabale
MGLSD	Strengthening Institutional Support Sub-programme	Equip and operationalise community mobilisation and empowerment institutions/structures	MGLSD, Mbale, Masindi
		Establish and operationalise CDMIS at the parish and sub-county level.	MGLSD, Mbale, Masindi
		Institutionalise cultural, religious and other non-state actors in the community	MGLSD
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 the roles and responsibilities of families, communities and individual citizens	MoICT&NG and EOC, Masindi, Busoga
		Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation	Kumi, Jinja

Source: Author's Compilation

70



Annex 2: Performance of Community Sensitisation and Empowerment Sub-programme as at 31st December 2024

Outputs Performance										Remark
Intervention	Output	Financial Performance			Physical Performance					
		Annual Budget (US\$)	% 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	47.2	68	3.00	0.70	49.44	Most funds were spent on general staff salaries of US\$ 76,622,099		
	Media and communication support activities are provided to MDAs and LGs	546,000,000	50.0	90	3.00	1.00	66.67	All funds were spent on contract staff salaries of US\$ 240,788,000		
	Public awareness on the demographic dividend built, and the Population and Communication Strategy operationalised	244,373,948	25.0	100	1.00	0.10	40.00	All funds were spent on contract staff salaries of US\$ 61,093,487		
Develop and implement a national civic education programme to improve awareness of the 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	50.0	99	7.00	2.00	57.14	Most funds were used for general staff salaries, US\$ 85,828,255		
Design and implement a programme aimed at promoting household engagement in culture and	80 Local Governments monitored;17 cultural leaders supported with monthly emoluments	34,762,990,000	43.9	62	2.00	2.00	57.14	Most funds were contributions to religious and cultural institutions of US\$ 8,594,903,810		



Outputs Performance										Remark
Intervention	Output	Financial Performance			Physical Performance			Physical Performance Score (%)		
		Annual Budget (US\$)	% Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity				
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 was conducted; capacity building and training of CMOs and local artists on IP rights in the culture and creative industry	6,043,995,882	50.0	100	2.00	0.50	56.95	The majority of funds were allocated for travel inland worth US\$ 603,492.067		
Implement the 15-Household Model for socio-economic empowerment	The Adult Learning Qualification Framework was developed, and the Community Mobilisation and Empowerment Strategy (CMES) 2022 was disseminated across the country	245,587,000	43.9	88	2.00	0.50	50.00	Most funds were spent on general staff salaries worth US\$ 92,452.303		
	Adult Learning Qualification Framework developed; Adult Learning and Education Systems Building Assessment; assessment and diagnosis exercise for programming 10 Rural Training Centres, mentorship of 15 LG of on MGLSD Open Data Kit, routine technical support supervision conducted	295,000,000	64.7	95	4.00	0.30	34.17	Most funds transferred to other government units are worth US\$ 340,720.000		
	Total	42,579,674,405	44.9	69		1.30	50.57			
Average Output Performance					50.57			Fair performance		

Source: IFMS Data/ Progress Reports, Field Findings



Annex 3: Performance of Strengthening Institutional Support Sub-programme as at 31st December 2024

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	46.5	88	3.00	0.50	35.81	Most funds were used for allowances worth USh 113,268,800	
	MGLSD 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	30.0	100	3.00	0.30	33.33	Most funds were used for travel inland, worth 20,500,000	
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	32.9	84	4.00	0.30	55.56	Most funds were used for travel inland worth USh 9,658,000	
	Quarterly contract management reports are prepared and submitted to management	40,000,000	37.5	94	1.00	0.20	22.83	Most funds were used for Workshops, Meetings and Seminars worth USh 7,120,000	
	Quarterly monitoring and evaluation reports on Ministry interventions were prepared and disseminated to senior and top management; the Ministry fleet was maintained.	7,122,058,256	59.3	90	13.00	4.00	53.33	Most funds were used for Rent-Produced Assets to private entities, USh 388,712,990, and general staff salaries, USh 388,712,990	
Total		7,915,980,416	57.5	90			42.13		
Average Output Performance							42.13	Poor performance	

Source: IFMS Data/MGLSD / Field Findings



Annex 4: Performance of Civic Education and Mindset Change Sub-programme as at 31st December 2024

Outputs Performance									Remark
Intervention	Output	Financial Performance			Physical Performance			Remark	
		Annual Budget (US\$)	% 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 the roles and responsibilities of families, communities and individual citizens	Community mobilisation and sensitisation campaigns to inspire and empower the citizens for improved uptake of government programmes, National Vision, interest and common good for the citizenry popularized; a robust National Civic Education Programme designed and implemented	300,000,000	50.0	100	3.00	0.80	53.33	All funds were spent on salaries	
	Guidelines for promoting equal opportunities and affirmative action in implementing HIV/AIDS, TB and malaria services were 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	57.7	100	2.00	0.80	69.33	All funds were spent on travel inland	
Develop and implement a national civic education programme aimed at improving the level of awareness of the roles and responsibilities of families, communities and individual citizens	700 calendars, 300 branded diaries and 500 seasonal 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 the newspaper.	296,040,000	43.2	84	4.00	1.00	57.85	All funds were spent on Advertising and Public Relations, US\$ 62,376.962	
	16 equal opportunity forums were conducted at the district level in all sub-regions of Uganda. Training of Parish Chiefs was conducted	908,046,147	47.0	98	5.00	1.30	55.36		
	Total	300,000,000	100.0	50			58.97	Fair performance	
Average Output Performance								58.97	

Source: IFMS Data/MGLSD / Field Findings



Plot 2 -12 Apollo Kaggwa Road
P. O. Box 8147, Kampala - Uganda
www.finance.go.ug