



The Republic of Uganda

THE PARISH DEVELOPMENT MODEL

**COMMUNITY MOBILISATION AND MINDSET CHANGE
OPERATIONAL MANUAL**

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1.0 BACKGROUND

1.1 Purpose of the manual

The community mobilisation and mind-set change operational manual provides a comprehensive overview of the operations of the community mobilization and mindset change pillar of the Parish Development Model. The manual is a reference document which can at the face of it be used by stakeholders, community development officers and community development workers from other professionals at all government levels. The main purpose of the document is to guide stakeholders on the how to undertake community mobilization and mindset change among communities in Uganda.

Specifically, the document is intended to:

- Provide a standard procedure and approach for mobilizing communities to participate in Government's development Programmes under NDPIII
- Provide the methods/methodology for community mobilization
- Outline the steps to be taken in conducting community mobilization
- Outline the indicators (qualitative and quantitative) of the expected outcome of positive mindset change

1.2 The users of the Manual

This manual is for Government Ministries Department and Agencies, Development partners, NGOs, and Community based organizations who wish to popularize and offer relevant mobilization and empowerment services of the Parish Development Model

The manual is meant to be used by both state and non-state actors. Specifically, the categories of state actors will include: Political leaders at all levels of Government, Parish Development Committees and Community Development Officers involved in mobilization of people in communities.

The Non-State Actors will include: Religious Leaders, Cultural Leaders, Opinion Leaders, Leaders and technical officers of Civil Society Organizations. Other grassroots structures that will use the manual will include: Male Action Groups, Role Models, Women Council Leaders, Youth Council Leaders, Disability Council Leaders, and Elderly Council Leaders.

2.0. OVERVIEW OF THE PARISH DEVELOPMENT MODEL AND COMMUNITY MOBILIZATION, MINDSET CHANGE AND CROSS CUTTING ISSUES

2.1 Definition

The Parish Development Model is a Government strategy or approach for organizing and delivering public and private sector interventions for wealth creation and employment generation at the parish level as the lowest economic planning unit. This will ensure support for more Ugandans to increase their demand for goods and services.

2.2 Concept of the Parish Development Model

The Parish Development Model (PDM) is the last mile strategy for service delivery by Government of Uganda for improving incomes and welfare of all Ugandans at the household level.

It is an extension of the whole-of-Government approach to development as envisaged under NDPIII, with the Parish as the lowest administrative and operational hub for delivering services closer to the people and hence foster local economic development.

The PDM underlies the spirit of harmonization of Government interventions with every MDAs focusing on; delivering services closer to the people; and measurable results at the Parish level in order to ensure transformation of the subsistence households into the money economy. This transformation requires organized, integrated, well-coordinated and results-based efforts.

2.3 Policy and Regulatory Framework

Implementation of the PDM is premised on the following policy and legal frameworks:

Article 176, (2b, d, e and f) of the Constitution of the Republic of Uganda (1995 as amended) provides among others that;

- i. Decentralization as the principle applying to all levels of local government and, in particular, from higher to lower local government units, to ensure peoples' participation and democratic control in decision making.
- ii. There shall be established for each Local Government Unit a sound financial base with reliable sources of revenue,
- iii. Appropriate measures shall be taken to enable Local Government Units to plan, initiate and execute policies in respect of all matters affecting the people within their jurisdiction.

The Local Government Act under Section 95 further provides that MOLG shall be responsible for Inspection, Monitoring and Coordination of Local Governments

Section 96-97 of the Local Government Act provides that line Ministries shall be responsible for provision of Technical Support, Guidance, and Establishment of Minimum National Standards of Service Delivery. The PDM aligns for all these provisions through taking of the whole of government to the Parish and ensuring that each MDA plays its appropriate role.

2.4 STRATEGIC DIRECTION OF THE PARISH DEVELOPMENT MODEL (PDM)

2.4.1 Purpose of PDM

The purpose of the PDM is to:

- i. Deepen the decentralization process;
- ii. Improve household incomes;
- iii. Enable inclusive, sustainable, balanced and equitable socio-economic transformation; and
- iv. Increase accountability at local levels.

This implies eradication of poverty and vulnerability, as well as total transformation of the subsistence households (both on-farm and off-farm, in rural and urban settings) into the money economy.

2.4.2 Goal of the Parish Development Model

The goal of the PDM is to increase household incomes and improve quality of life of Ugandans with a specific focus on the total transformation of the subsistence households (both on-farm and off-farm, in rural and urban settings) into the money economy, as well as eradication of poverty and vulnerability in Uganda

2.4.3 Objective of the Parish Development Model

The overall objective is to increase the effectiveness of the interaction between the government and its people, in order to accelerate the realization of government's long-term goal of socio-economic transformation.

2.4.4 Pillars of the Parish Development Model

Sn	Pillars
1	Production, Storage, Processing and Marketing
2	Infrastructure and Economic Services
3	Financial Inclusion
4	Social Services
5	Mindset change and cross cutting issues (Gender, environment, Disability etc)
6	Parish Based Management Information System
7	Governance and Administration

3.0 OVERVIEW OF THE COMMUNITY MOBILIZATION MINDSET CHANGE AND CROSS CUTTING ISSUES, PILLAR OF THE PDM

3.1 Overview

The Parish Development Model, Mindset Change and Community mobilization Pillar shall be the entry point for all pillars and shall follow a systematic approach of mentorship, coaching and counselling, mobilization of individuals and community members and to identifying issues that affect them using Participatory Rural Appraisal (PRA) methodologies and approaches.

The right mindset is a prerequisite for stakeholders to take practical steps that transform the way of working. This pillar focuses on adoption of the right way of thinking and opinions of public sector officials at all levels private sector players and communities. The purpose is to achieve realistic planning, implementation, resource utilization and management as well as reporting and accountability processes.

The right mindset, integrated community mobilization and paying attention to crosscutting issues are prerequisite for a successful achievement of the results sought by PDM implementation.

The crosscutting issues that shall be integrated throughout the design, implementation, monitoring and evaluation of interventions under all the pillars of the Parish Development Model include: **Gender; Nutrition; Environmental Protection; Youth and Women Issues; Culture; Child Protection; Clean Energy; Domestic Violence; and Sexual Reproductive Health and Land Ownership.**

The community members shall be empowered to take center stage in assessing their needs, identifying livelihood options, prioritizing livelihood sources, leveraging resources, and creating sustainable solutions without leaving anyone behind in terms of development as per the Sustainable Development Goals (SDGs), National Development Plan III (NDPIII) and NRM Manifesto 2021-2026.

This Pillar is therefore intended to implement the Community Mobilization and Mindset Change as well as the Natural Resources Management Land and Water Management programs under the NDPIII.

As such, the activities, resources and results of this Pillar are integrated in the Program Implementation Action Plans (PIAPs) as well as work plans and budgets of the various MDAs and LGs that contribute to the above programs.

3.2 Programme Strategic direction and Linkage to the National Development Plan III

This Pillar of the PDM is linked to the Community Mobilization and Mindset Change (CMMC) Programme of the NDP III whose goal is to: **empower citizens, families and communities for increased responsibility and effective participation in sustainable national development.**

The programme seeks to address key challenges which include:

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

In view of the above challenges, Community Mobilisation and Mindset Change Programme directly contributes to the NDPIII goal of increased household incomes and quality of life through

increasing participation, productivity, inclusiveness and social well-being of the population. The programme is premised on the realization that a country will actively engage its citizens to provide more public awareness, sensitization for positive mindset change and reducing negative cultural beliefs or practices that hinder people from participating effectively in development programmes.

Specifically, the Pillar is mapped on to the following four (4) Objectives of the CMMC Programmes and results of the NDP III:

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

The key results to be achieved over the next five years are: (i) Increase the proportion of families, citizens and communities informed about national and community programmes by 90%; (ii) Increase the participation of families, communities and citizens in development initiatives by 80%; (iii) Increased media coverage of national programmes; (iv) Increased spirit of accountability and transparency; (v) Increased social cohesion and civic competence (participation in government programmes, values, social justice-equity, access, participation and rights, knowledge and skills-functional literacy).

3.3 Objectives of the Community Mobilization, Mindset Change and Crosscutting Issues

The objectives of the Community Mobilization, Mindset Change and Crosscutting Issues pillar are to:

- i. Enhance effective mobilization of families, communities and citizens for household economic empowerment;
- ii. Strengthen capacity of Local Governments, CSOs, CBOs, NGOs and the private sector for effective mobilization of communities;
- iii. Enhance financial literacy for households (Financial Literacy Strategy);
- iv. Enhance participation and ownership of community initiatives;
- v. Enhance household capacity in identifying local resources for addressing their needs; and
- vi. Promote national values and reduce negative cultural practices and attitudes.

3.4 Sub-Components of Community Mobilization and mindset Change

The PDM Community Mobilization and Mindset Change interventions shall be delivered through six sub-components namely;

- i. Capacity building for frontline workers
- ii. Community mobilization, Mindset change education and awareness raising for communities, civil servants, Private Sector and Civil Society
- iii. Household mentorship, counseling and coaching.
- iv. Roll-out of the Integrated Community Learning for Wealth Creation model.
- v. Community Institutional development
- vi. Community feedback mechanisms through Barazas and community score cards

3.5 Strategy to ensure achievement of outcomes and interventions

To ensure the achievement of outcomes and interventions the following actions will be taken at different Government levels:

3.5.1. National Level

- i. Develop Materials to popularize PDM (Operations manual for Community mobilization and Mindset Change pillar, Brochures, Popular version of PDM guidelines, Flyers, flowcharts, Banners etc.;
- ii. Organize sub- regional Trainer of Trainers Workshops targeting (CDOs, Commercial Officers, Chairpersons of District Youth Council, Women Council, Disability Council, and Older Persons Council;
- iii. Backstopping the Cascading of Training of Trainers to lower local governments (Sub-county and Parish);
- iv. Provide operational funds for LGs for rollout of PDM activities to cater for trainings, community mobilizations and capacity building of interest group structures on PDM implementation); and
- v. Organize routine Monitoring and Evaluation of the Pillar.

3.5.2. District and Sub county Local Government staff

- i. Provide Parish chiefs with information on approved programs to be implemented within the Parish for strategic community mobilizations;
- ii. Mapping and disseminating the non-state actors at sub county level for referral purposes;
- iii. Identify and link the community groups to existing services providers within the Local Governments;
- iv. Facilitate the implementation of community programs and projects for right mindset;
- v. Mobilize communities for Public Partnerships engagements; and
- vi. Support and build capacity of Parish actors. Customize and deliver mindset change messages to these actors.

3.5.3. Parish Chief, Town Agents PDCs/WDCs

- i. Conduct community mobilization and sensitization/awareness on all Government and non-government programs;
- ii. Promote civic education aimed at nurturing good citizens;
- iii. Mobilize community for Private Public Community Partnerships;
- iv. Mobilize and sensitize communities on cross cutting issues of gender, environment protection, culture, child protection, clean energy, domestic violence and other health issues (Nutrition, HIV/AIDs);
- v. Mobilize and sensitize the population especially the youth for adoption of right behaviors and practices acceptable in society; and
- vi. Promotion of mentorship programs for households and communities for livelihoods improvement.

4.0 OPERATIONAL CONCEPTS

The section present concepts that should be clear to the stakeholders in community mobilization work and they include among others Capacity Building, Development, Community, Community Development, Community Development Officer (CDO) Community Mobilization and Mindset change.

4.1 Capacity building

Capacity building entails training, backstopping and monitoring, tooling and re-tooling MGLSD staff, CDOs/ACDOs, Parish Chiefs, Community structures and CSOs to provide effective services to communities.

4.2 Community

A community can be defined as a group of people living in a geographical area (shared space) or those who share common culture, interests and goals. Many communities may exist within a geographic area and their values, beliefs, interests and goals may differ. As such we are all members of many communities that make our lives meaningful and enjoyable.

4.3 Development

Development can be viewed as a multi-dimensional process through which the quality of human life is improved. The purpose of development is to provide people more options and means to acquiring human well-being.

4.4 Community Development

Community Development means the processes and programmes through which individuals and communities are strategically mobilized and empowered to participate in their own development initiatives as well as interventions of government and other actors. It is intended to enable the people improve their social and economic conditions and also contribute to national development.

Community Development involves any action taken to improve access to services and existing opportunities or reduce disparities in a community, especially when these actions address the needs of disadvantaged and vulnerable populations. Such actions may be one-off or a more comprehensive, sustained process that results in the development of long-term relationships between different actors - local governments, civil society organizations and community members - working toward common goals of the community.

4.5 The Community Development Officer (CDO)

Community Development Officers work to improve the involvement of all kinds of community groups in local life. Developing parks and urban spaces in response to people's requirements, improving healthcare for disadvantaged groups, getting better access to services and jobs for ethnic minority communities. Community Development Officers work across different council departments with a wide range of people.

4.6 Community Mobilization

This is the process of organizing people and persuading them to agree to undertake an assignment or task. Community mobilization has become a key strategy for enhancing local community participation in development processes as stakeholders, and not just beneficiaries. Community mobilization, thus necessarily involves participation, empowerment and mutual respect, to enable people express and analyze their individual and shared realities.

4.7 Mindset Change

In the context of the NDP III and Parish Development Model, Mindset Change is a shift from the fixed or negative or a scarcity mindset to the right or positive or growth or an abundance mentality mindset. This is the essence of community mobilization.

A right or positive or growth or an abundance mentality mindset is a driving force to development. On the other hand, a fixed or negative or a scarcity or dependency mindset is a restraining force to development.

A mindset is a set of assumptions, methods, or notions held by one or more people or groups of people. It is a set of beliefs that shape how one makes sense of the world view and himself. It influences how one thinks, feels, and behaves in any given situation and how it is catalyzed to realism as opposed to idealism.

5.0 GUIDING PRINCIPLES

Community Mobilization and Mindset Change will be guided by the following principles:

- i) **Coordination & collaboration:** community mobilization under the PDM shall emphasize the whole of government approach to socio-economic development. As such, all interventions by different stakeholders at parish level shall be coordinated.
- ii) **Inclusion:** The approaches shall be inclusive ensuring the involvement of women, youth, persons with disabilities, older persons and other marginalized categories.
- iii) **Equity:** The PDM shall promote balanced growth across different regions and gender including marginalized groups.
- iv) **Prioritization:** Government will use the PDM to support flagship commodities in a particular ecological zone that links production, processing and marketing enterprises.
- v) **Evidence based:** Decisions and actions under the PDM will be driven by data, analysis, evaluation, learning and results.

- vi) Participation: Ensuring that communities are part of the solutions to local problems in order to buttress the development process for poverty alleviation and improved quality of life.
- vii) Transparency and accountability: Operating with integrity and transparency, and maintaining the highest standards of performance in governance, administration, business processes, financial and human resource management, as well as oversight, thereby providing the best value to the people at the grassroots.
- viii) Integrated approach to mobilization. All key stakeholders shall act together in planning, implementing, financing, supervision and monitoring and evaluation of community mobilization and mindset change under the PDM. This will rally the various actors on common front and thereby achieving greater impact.

6.0 METHODOLOGIES OF COMMUNITY MOBILISATION UNDER THE PDM

The following community mobilization methodologies will be used;

i) Mass media- Radio and Television

Local radio and TV stations that relay local content shall be used to relay information through advertisements and talk shows.

ii) Print media

National and local newspapers will promote information dissemination among the literate populations.

iii) Village/ parish level meetings

Local leaders and Community Development Officers shall organize village/ parish level meetings to orient community members of the PDM and how they can participate.

iv) Taking advantage of large public gatherings

The local leaders can also use large public gatherings to mobilize their communities. These include religious gatherings, social gatherings.

v) Home visits

Home visits are a significant way to reach out to the isolated, vulnerable and marginalized members of the community.

vi) Use of Megaphones

In rural isolated communities where radio and TV ownership and access is limited, local leaders shall use megaphones to share information.

vii) Social media

The use of social media platforms like twitter and Facebook are another method of reaching many people who use the internet and are on social media. The responsible offices can use official media accounts to mobilize communities especially the young people.

viii) Music, dance and drama

Local community groups are a rich resource for music, dance and drama that is handy for dissemination of messages for behavior change.

ix) Use of posters, circulars, banners

These will mainly be in the local language and put up in public spaces and disseminated widely

7.0 STEP BY STEP PROCEDURES FOR CARRYING OUT COMMUNITY MOBILISATION AND MIND SET CHANGE

The following are the procedures for implementing the PDM Community Mobilization and Mind set change.

- a) Capacity building training of frontline workers
- b) Community mobilization, Mindset change education and awareness raising for communities, civil servants, Private Sector and Civil Society
- c) Household mentorship, counselling and coaching.
- d) Roll-out of the Integrated Community Learning for Wealth Creation model.
- e) Community Institutional development
- f) Community feedback mechanisms through Barazas and community score cards

7.1 Capacity building training of frontline workers

The first activity in the implementation of the PDM Community Mobilization and Mind set change is training which must be carried out for relevant staff as well as of activists in the targeted communities.

At the fore front of this community mobilization and mindset change pillar, there shall be community empowerment group facilitators, community development officers, PDC members,

VHTs, sub county extension workers, leadership of farmers associations working to make a difference in the lives of community members.

Mindset change requires continuous education and learning, integrated capacity building to pass on accurate information and properly guiding the selected households and community groups through their journey of life.

The capacity building for the Frontline workers is intended to equip them to be champions of the issues that affect the households to be meaningfully involved in development. The champions should have a high level of understanding the importance of the following areas;

<ul style="list-style-type: none"> • Problem/situation analysis tools • Gender and gender relations • Social Safeguard issues in community development projects • Application of the PRA methodologies • Enterprise selection and management • Basic information on food and nutrition security • Resilience and coping mechanisms to socio-economic shocks. • Counseling and guidance • Available government programs and projects 	<ul style="list-style-type: none"> • Visioning at individual and household levels. • Group formation and group dynamics • Environmental and climate change • Key Family Care Practices • Parenting practices • Proper farming methods • General human rights • Financial literacy and basic records keeping • Culture and heritage • Community sports • Citizen generated data • Information Communication Technology
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The following activities will be undertaken under the Capacity Building of frontline workers;

S/N	Activity	Responsible Person
1.	Identify/map out existing frontline workers (Community Empowerment Group Facilitators, Community Development Officers, PDC members, VHTs, Sub-County Extension Workers, and Leadership of Famers Associations, CBOs, FBOs and Cultural Institutions)	Local Governments, MGLSD, ICT&NG
2.	Organize sub- regional Trainer of Trainers Workshops targeting (CDOs, Commercial Officers, Chairpersons of District Youth Council, Women Council, Disability Council, and Older Persons Council. Need to include CSOs,	MGLSD, Enterprise Uganda, Mindset Academy, Office of the President, Micro-Finance Support Centre and Ministry of

	FBOs and Cultural Institutions)	Trade Industry and Cooperatives, ICT & NG
3.	Cascade Training of Trainers to lower local governments (Sub- County and Parish)	District ToT Teams with support from (MGLSD, Enterprise Uganda, Mindset Academy, Office of the President, ICT & NG
4.	Provide operational funds for LGs for rollout of PDM activities to cater for trainings, community mobilizations and capacity building of interest group structures on PDM implementation)	MGLSD, PDM Secretariat

7.2 Community mobilization, mindset change education and awareness raising for communities, civil servants, Private Sector and Civil Society

This step will focus on sensitization and mobilization of communities, civil servants, Private Sector and Civil Society for enhanced buy-in and their participation in the implementation of PDM. Under this component the target stakeholders will be sensitized on all the Pillars of PDM detailing how each Pillar works and role they shall be playing.

Participatory community mobilization and sensitization processes shall be employed at all levels to enlist participation, monitoring and ownership of development and processes enlisted under the various pillar of PDM.

Community Mobilization and Mindset Change at national level will be conducted by technical staff from the MGLSD, Office of the President, Ministry of Public Service (Service Centre College), Operation Wealth Creation while at the local government it will be conducted by Opinion Leaders, Religious Institutions and political and technical officers such as Chairpersons and Mayors (District/Municipal/City), Councilors, Leaders of Special Interest Groups (Youth Women, Persons with Disabilities, Older Persons), Parish Chiefs, CDOs, LC I Chairpersons among others.

The following activities will be undertaken under the Community mobilization, Mindset change education and awareness raising for communities, civil servants, Private Sector and Civil Society;

S/N	Activity	Responsible Person
1.	Develop Materials to popularize PDM (Operations manual for Community mobilization and Mindset Change pillar, Brochures, Popular version of PDM guidelines, Flyers, flowcharts, Banners etc.	MGLSD, PDM Secretariat
2.	Organize a series of mindset change sessions for top, middle and operational cadres of civil servants across the MDAs to embrace the PDM	MGLSD, Office of the President, MoPS, Mindset Academy, ICT & NG
3.	Organize sensitization of national leaders at Kyankwanzi (DCDOs/PCDOs and RDCs, District Chairpersons and Mayors of Cities and Municipalities. National executive of Special Interest Groups (NYC, NWC, NDC, NCOP, UNSA). Need to include CSOs,	MGLSD, Office of the President, Operation Wealth Creation, MoLG, PDM Secretariat, ICT & NG
4.	Sensitize all Parish Chiefs, Sub-county Chiefs, CDOs, Structures for Special Interest Groups and any other stakeholders that will be at the forefront of the implementation of PDM including CBOs	District Leaders, MPS, ICT & NG RDC, MoLG and ToTs
5.	Organize engagement meetings with cultural institutions (Buganda Kingdom, Busoga Kingdom, Tooro Kingdom, Bunyoro Kingdom, Ker Alur, Ker Kwar Acholi, Lango Cultural Foundation, Teso Cultural Union, Tieng Adhola, Inzu Ya Masaaba, Obwa Ikumbania bwa Bugwere, Rwenzururu Cultural Institution, Obudingiya Bwa Bwamba, Obukama Bwa Buruuli, Obwanengo Bwa Bugwe, Obwakamuswaga Bwa Kooki and Karamoja Elders Association) and IRCU structures on their roles and responsibilities	MGLSD, ICT & NG PDM Secretariat
6.	Step up media engagement and awareness on PDM (radio talk shows, media publications)	MGLSD, ICT&NG PDM Secretariat
7.	Hold Community meetings to create awareness about PDM	PDC, Opinion Leaders, RDC, Local and Political Leaders

8.	Organize training of Government Communication Officers on Community Mobilization and Mindset Change	PDM Secretariat, ICT &NG
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Diagram 1: Tools for Community Mobilization and awareness raising about PDM



PRA tools are defined, their purpose stated and steps to be followed in their application are explained to guide the users. Let us take an example of a TRANSECT WALK

Definition

A transect walk is a systematic walk along a defined path (transect) across the community/project area together with the local people to explore the water and sanitation conditions by observing, asking, listening, looking and producing a transect diagram.

Village transect walk

Transect is a method used to explore the spatial dimensions of people's realities, focusing on the natural resources and factoring in social aspects of a village. It is normally done after resource mapping the village, helping in triangulation.

Purpose

- It is used to triangulate the information generated about a village from the maps or problem trees

Steps in conducting a transect walk

- Agree on the roles of the facilitators- who will do the observations, who will ask and do the probing, who will do the documentation
- Agree with the community members on a starting point for the walk
- Agree on the end point of the walk
- The walk should dissect the village
- As you are moving across the village being led by the chairman LC I, keep observing the spatial settlements, soil types, vegetation, water & sanitation conditions.
- At every opportunity, probe using the 5 Ws and 1 H, i.e. why, when, which, who, where and How
- At the end of the walk, draw a transect diagram of that area covered and give the community members a copy

7.3 Household mentorships, counseling and coaching

Measures taken to alleviate subsistence living should aim at empowering the poor to break the cycle of poverty and engage in livelihood sources that prevent intergenerational poverty. The overall aim of mentorship sessions will be to improve the standard and sustainability of the livelihoods of poor rural households. This sub-component will foster changes in the mindset of poor households, improve their household, gender relations, self-esteem, towards active participation in development processes. The mentors shall constitute community role models/champions, community empowerment group facilitators, FAL instructors, Para Social workers, community development officers, PDC members, VHTs, sub county extension workers, leadership of farmers associations working to make a difference in the lives of community members.

The mentorship process will begin with the community development officers through Training of Trainers (TOT) sessions at the district level. The respective TOTs will then train the rest of the mentors (community role models/champions, community empowerment group facilitators, PDC members, VHTs, sub county extension workers, leadership of farmers associations) at the sub-county and/ or lower levels. The entire cohort of mentors will then undertake routine community mentorship and coaching.

The mentoring process guides participating families through four phases.

- i) Families begin by analyzing their household's current situation.
- ii) They then identify a common vision for the future and draw a "vision journey" that pictorially represents their current challenges and the actions they will take to reach their goals.
- iii) From there, they develop an action plan and begin implementing it.

iv) At the end, households graduating from the mentorship and coaching programme are able to acquire and apply borrowed capital or own cumulated savings to boost their current food production (for those already involved in agriculture) or start a new business.

The areas of focus for mentorship may include;

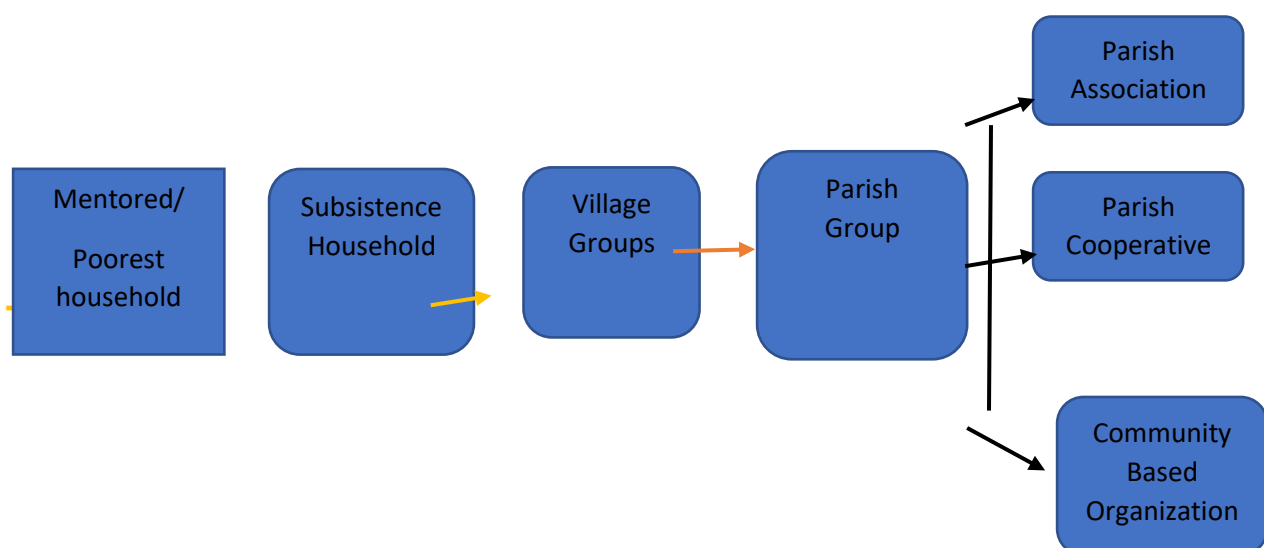
<ul style="list-style-type: none"> • Identification of existing and available resources • Community visioning • Individual and household visioning • Gender and gender relations • Basic nutrition and food security. • Basic records keeping • The ‘complete homestead setting’ 	<ul style="list-style-type: none"> • Enterprise development, selecting and management • Proper land use and environmental management • Benefits of joining groups • Shelter versus the number of people in the Family • Family Vulnerability indicators
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Some of the categories of households and aspects to focus on could be;

<ul style="list-style-type: none"> • Access to land and/or other natural resources that are not being used productively • Limited or no income-generating activities • Poor nutrition, poor shelter, malnourished children • People who are socially isolated from community and development activities • Many dependents, including caring for orphans, the chronically ill or the elderly 	<ul style="list-style-type: none"> • Households headed by women or children • Children or wives as the main source of family labour • Out-of-school children and youths • Poor parenting practices and its effects • School dropout by the household head (before reaching primary seven) • Willingness and physical and mental capacity to respond to mentoring and other development opportunities
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It is expected that mentoring of households will contribute to social inclusion of poor households to increase their food security and incomes, and to demand – and use – public services, especially through the Local governments. It focuses on those poorer households that usually do not participate in development initiatives and are not members of interest groups or other organized groups. Mentored households are encouraged to form clusters. The clusters can later evolve into farmer groups that can engage in commercial agricultural activities.

Below is the diagrammatic representation of the envisaged transitional steps for the mentored households towards joining other pillars to support the take-off processes;



The following activities will be undertaken under Household mentorships, counselling and coaching component;

S/N	Activity	Responsible Person
1.	Identify/Map out Mentors	PDC
2.	Organize ToT Training for Community Development Officers at the district level	MGLSD, MoLG
3.	Undertake/cascade training of community role models/champions, community empowerment group facilitators, PDC members, VHTs, sub county extension workers, leadership of famers associations) at the sub-county and/ or lower levels	District Leadership, CDOs, ToTs
4.	Undertake routine community mentorship and coaching of mentors	MGLSD, District Leadership

7.4 Roll-out of the Integrated Community Learning for Wealth Creation model

Community challenges require an integrated learning approach that enhances a mix of skills sets namely: foundational, life/survival and digital skills for better, sustainable and resilient

livelihoods. Integrated community learning is one of the means through which a second chance could be given to those who never had an opportunity to access any form of formal education. The Integrated Community Learning sub-component will focus on the individuals considered by society as adults, including out of school youths. Ministry of Gender, Labour and Social Development has already upgraded FAL intervention now dubbed as “FAL Plus” to Integrated Community Learning for Wealth Creation (ICOLEW) after successfully piloting in the four districts of Mpigi, Iganga, Namayingo and Nwoya. Under this approach, literacy and numeracy skills are not an end in themselves but will be acquired as a means to catalyze learners to demand for more knowledge while addressing other community livelihood skills and business development challenges, financial literacy and basic record keeping challenges for holistic community development.

In line with MGLSD’s ICOLEW approach, the PDM community mobilization and mindset change pillar will focus on:

- ♣ Literacy and numeracy skills acquisition and enhancement
- ♣ Promotion of village savings and loans association
- ♣ Livelihoods and business skills training and development support

In collaboration with MoLG, MGLSD will ensure that integrated community learning takes place in designated parish community centers and curriculum contextualized to integrate aspects such as:

- ♣ Individual and household visioning
- ♣ Gender and gender relations
- ♣ Enterprise development, selection and management
- ♣ Proper land use and environmental management
- ♣ Benefits of joining groups
- ♣ Basic nutrition and food security
- ♣ Parenting practices

ICOLEW is expected to increase the proportion of the population that is literate, informed about national development programmes as well as promote their active participation in the development initiatives.

The following activities will be undertaken under the roll-out of the Integrated Community Learning for Wealth Creation model;

S/N	Activity	Responsible Person
1.	Organize sensitization of Parish Chiefs, Sub-county Chiefs on ICOLEW	MGLSD, MoLG, ICT&NG PDM Secretariat and other stakeholders
2.	Identify status of existent Parish Community Learning Centres	PDC
3.	Organize community engagement meetings to identify services to be provided at the Community Learning Centres	PDC, ICT&NG MoLG, MGLSD and PDM Secretariat
4.	Undertake Mapping of Development Partners to deliver services through the Community Learning Centres	PDC, MGLSD
5.	Establish Community Learning Centre Management Committee and orient them on their roles and responsibilities (5 members per Community Learning Centre)	CDOs, Parish Chief, Sub-county Chief
6.	Develop learning curriculum for the Community Learning Centres	MGLSD & ICT&NG
7.	Identify and conduct Training of Training for Facilitators	MGLSD, MoLG, Skilling Uganda
8.	Develop training materials	MGLSD, PDM Secretariat
9.	Mobilize communities for uptake of ICOLEW Programme	PDC

7.5 Community Institutional Development

In consideration of implementation of the various sub-components under the community mobilization and mindset change pillar, the individuals and households will then form or join the various on-farm and off-farm production clusters. Yet these clusters need to be supported/nurtured to evolve into formidable community institutions/ groups that can engage in commercial livelihood activities at parish levels and beyond. This particular sub-component,

therefore, targets groups rather than individuals or specific households. The Community Based Services department both at districts and sub county levels will take lead in the implementation, in respect to the following areas;

The following activities will be undertaken under Institutional Development Component of CMMC;

S/N	Activity	Responsible Person
1.	Mobilization of communities for formation of groups	RDCs, Responsible MDAs
2.	Provide support to group on the development constitutions/ guidelines, policies	Ministry of Trade, Industry and Cooperatives
3.	Undertake training and capacity building of community groups on record keeping, Minutes taking, Filing among others	CDOs, PDCs, MoFPED
4.	Undertake Registration and certification of community institutions and groups	Ministry of Trade, Industry and Cooperatives
5.	Linking community institutions to public and private partners	PDC
6.	Capacity building for the Parish Development Committees and leaders of community groups	PDC, ICT & NG

7.6 Strengthen Community feedback mechanisms

Under this, Barazas and community score cards will be developed and implemented to provide and strengthen platforms and opportunities for communities to provide feedback on the implementation of Government Programmes including the Parish Development Model.

Baraza is a Kiswahili word meaning a “public meeting(s)” that is used as an accountability and feedback platform, as well as creating awareness, responding to issues affecting a given community. The *Barazas* are also avenues for sharing vital information, providing citizens with an opportunity to identify and propose solutions towards improved democratic governance, participation and service delivery, while contributing to socio-economic transformation.

The pillar will also use community score card (CSC) methodology to promote interaction between service providers and service users (community). CSC promotes participatory

processes of assessing service delivery in which Local governments are aware of and live up to their responsibilities while the communities can articulate their needs and concerns and feed into political and development planning and implementation process.

The focus of the Community Scorecard will be to address the needs of both the community as well as Local Governments in an ongoing participatory manner that will assess, plan, monitor and evaluate services.

Under the community mobilization and mindset change pillar, the Community Development Officers and Parish chiefs will on a regular basis keep the community members fully informed about Government programs, progress on PDM implementation while receiving feedback on service satisfaction by community members. The Parish chiefs will ensure that every village/ward has a community noticeboard and that information from the Barazas and CSC is regularly posted on these notice boards. The *Barazas* and CSC will in addition inform priorities in resource allocation and overall implementation of PDM.

The following activities will be undertaken under strengthening of Community Feedback Mechanisms;

S/N	Activity	Responsible Person
1.	Put in place village/ ward has a community noticeboard	PDC
2.	Regularly update and provide information through the community notice boards	PDC
3.	Organize quarterly Barazas/interface meetings at Parish level	PDC, ICT & NG
4.	Conduct quarterly community Score Cards (CSC) for service users (communities) and service providers (LG sector heads)	PDC
5.	Support communities to develop and implement Community Action Plans	PDC

8.0 LINKAGE AND UTILISATION OF COMMUNITY MOBILISATION FOR THE REALISATION OF OTHER PILLARS OF PDM

Community Mobilisation and Mindset Change is a crosscutting issue and such will be rolled to not only support the realisation of Pillar 5 (Community Mobilisation and Mindset Change) but

all other pillars of the Parish Development Model. This will be achieved through the following mechanisms/strategies/activities;

Contribution of Community Mobilization and Mindset Change in realization of the Pillars of PDM

S/N	Pillar	Key Services to be provided	Community Mobilization and Mindset Change will
1.	Production, Processing and Marketing	<ul style="list-style-type: none"> - Train farmers and farmer groups in institutional development - Provide extension services along the value chains - Supervise and build capacity of community-based service providers - Link farmers to other service providers - Guide PDCs on enterprise priority setting - Supervise the collection of data, analysis and storage - Mobilize model farmers to organize and advise farmers - Develop Parish Development Plans and set priorities for agricultural enterprises and technologies - Monitor implementation of activities and report to the community - Collect business and agriculture statistics and 	<ul style="list-style-type: none"> - Operationalize Community Learning Centres as hubs for service delivery under PDM - Build capacity of communities to conduct community situational analysis (using PRA tools, support communities to develop Community Calendars, Community/Village/Parish resource maps to enable communities profile their activities, needs and challenges. (Each Village will be supported to produce one (1) Village Resource Map)

S/N	Pillar	Key Services to be provided	Community Mobilization and Mindset Change will
		<ul style="list-style-type: none"> summit to sub-county for analysis and storage - Supervise management and operations of post-harvest handling, storage and processing activities 	
2.	Infrastructure and Economic Services	<ul style="list-style-type: none"> - Construct and maintain accessible community roads - Improve choke points/bridges on community roads - Upgrade community local markets - Extension of safe water for domestic use and production - Extension of power to communities, ensure availability of power in each parish - Creation of internet free zones in communities - Develop appropriate e-services to support PDM - Physical development planning to facilitate well planned settlement - Provide banking and agricultural insurance at 	<ul style="list-style-type: none"> - Training of communities and PDCs on participatory approaches for identifying, prioritizing their needs - Conduct community mobilization and sensitization on likely benefits, impacts and consequences of infrastructure development on the affected communities - Mobilize communities and facilitate the formation and training of infrastructure management and user committees to maintain and manage infrastructure investments sustainably. - Mobilize and sensitize communities on importance and development of Public Private Partnership for the delivery of Infrastructure and Economic Services

S/N	Pillar	Key Services to be provided	Community Mobilization and Mindset Change will
		affordable rates	
3.	Financial Inclusion	<ul style="list-style-type: none"> - Organize households into business development groups and link them to quality inputs that support value-chain development (community organization) - Provide Business Development Services - Provide financial services to households in the subsistence economy - Promote development and delivery of agricultural insurance products 	<ul style="list-style-type: none"> - Sensitize communities about opportunities under the Financial Inclusion Pillar of PDM - Build capacity of PDCs to identify subsistence households who are the main target of PDM and Financial Inclusion Pillar. This will through training of PDCs on PRA tools for profiling households such as Wealth Ranking - Encourage communities to form groups/associations of youths, women, PWDs and men in line with Parish revolving fund quota parameters. It should be emphasised that with exception of youth groups, the older persons (elderly) are crosscutting, i.e. may be among women, PWDs and men groups. - Conduct registration of formed groups/associations (at sub-county) - Train groups on group dynamics, constitution development and where

S/N	Pillar	Key Services to be provided	Community Mobilization and Mindset Change will
			necessary develop a generic template of a constitution for groups to adapt
4.	Social Services	<ul style="list-style-type: none"> - Construct and equip health centres (HC III) in all sub-counties - Recruit critical staff as well as extension staff - Strengthen infrastructure/facilities management by community for education, health, water and environment - Provide and maintain safe and accessible water points - Support functional Village Health Teams (VHTs) - Construct/upgrade community primary schools - Provide logistics and equipment for institutions (schools, hospitals, health centres etc.) - Sensitize the public on the need for appropriate housing, sanitation and hygiene - Parenting practices training 	<ul style="list-style-type: none"> - Catalyze communities to appreciate, demand, adopt the recommended service standards such as health practices and measures, access to education, sanitation and hygiene among others - Popularize and disseminate I.E.C materials developed by other MDAs on improving social service delivery (e.g. materials on malaria prevention, sanitation and hygiene, Sexual and Reproductive Health, school attendance, teenage pregnancy etc. - Mobilize communities to actively participate in Social Service Associations such as Parents Associations and School Management Committees for improved social service outcomes - Increase parent – child relationship and reduce domestic violence at house hold level

S/N	Pillar	Key Services to be provided	Community Mobilization and Mindset Change will
5.	Community Mobilization and Mindset Change	<ul style="list-style-type: none"> - Promote intended community mobilization and engagement towards development programmes - Promote positive cultural beliefs and norms which enhance development - Inculcate and promote positive thinking towards personal, family and community development - Promote disciplined, committee and self-driven service teams for improved service provision at the local level 	<ul style="list-style-type: none"> - Develop an operationalize manual for community mobilization and mindset change - Undertake national mobilization and sensitization programmes - Develop community mobilization strategy in consultation other stakeholders - Develop I.E.C Materials for community mobilization and mindset change - Conduct ToT trainings at national and regional levels targeting LG technical staff, parish mobilisers and change agents - Mapping of non-state actors at sub-county and develop referrals systems - Mobilize communities for Public-Private Partnership Engagement - Conduct civic education aimed at nurturing good citizens - Promote mentorship programmes for

S/N	Pillar	Key Services to be provided	Community Mobilization and Mindset Change will
			households and communities for livelihoods improvement
6.	Community Information System	<ul style="list-style-type: none"> - Setup, coordinate and manage the Parish Based Management Information Systems (PBMIS) and provide the requisite software and data management packages - Undertake data collection on PDM activities at community level - Promote use of data for planning and development of the parish - Promote birth and death registration at village level 	<ul style="list-style-type: none"> - Build capacity of PDCs on use of PRA tools for undertaking community situation mapping, and generation of Parish/Community Profile - Support development of 1 Resource Map per Village (this will highlight the main economic activities of the village, physical assets available such as grazing areas, wetlands, forests, schools, health units, status of community access roads) - Help in monitoring the population growth in relation to services delivered and economic base
7.	Governance and Administration	<ul style="list-style-type: none"> - Operationalization of local government structures at parish level (PDC) - Recruitment of Parish Chiefs as the technical staff for the PDM at the parish level - Enhance monitoring and evaluation 	<ul style="list-style-type: none"> - Undertake training of Parish Development Committees - Organize Community feedback meetings/Barazas to enhance transparency, accountability and reporting

S/N	Pillar	Key Services to be provided	Community Mobilization and Mindset Change will
		- Enhance transparency, accountability and reporting	

9.0 IMPLEMENTATION OF CROSSCUTTING ISSUES

The following are the crosscutting issues identified under the Community Mobilization and Mindset Change Pillar;

- i) Gender
- ii) Nutrition
- iii) Environmental Protection
- iv) Youth and Women Issues
- v) Culture
- vi) Child Protection
- vii) Clean Energy
- viii) Domestic Violence
- ix) Sexual Reproductive Health
- x) Land ownership

The following key activities/strategies will be undertaken to implement the crosscutting issues;

Cross-Cutting Issue	Activities	Responsible Person
Gender	-	-
Nutrition	<ul style="list-style-type: none"> - Promote and scale up community-based nutrition initiatives through ICOLEW - Manual to integrate ECD in Community mobilisation developed. - Implement the Key Family Care Practices (KFCP) and Early Childhood Development (ECD) services at the household and community levels. 	<ul style="list-style-type: none"> - MGLSD - Responsible MDAs
Sexual Reproductive Health	<ul style="list-style-type: none"> - Organise community meetings and sensitisation activities at village level on SRH - Implement the Parenting Strategy 	<ul style="list-style-type: none"> - PDCs - Responsible MDAs
Environmental issues	<ul style="list-style-type: none"> - Mobilise and sensitise communities on sustainable use of natural resources and the environment 	<ul style="list-style-type: none"> - PDCs - Civil Society Organisations
Domestic Violence	-	-

Land ownership	-	
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10.0 INSTITUTIONAL IMPLEMENTATION ARRANGEMENTS

10.1 National Level

At the national level, The Ministry of Gender, Labour, and Social Development is the lead agency in the Community Mobilization and Mind-set Change Programme in collaboration with MDAs under the Working Group on Mind-set change

The mandate of the Ministry is derived from Chapter 4 Articles 31-40 and Chapter 16 Article 246 of the Constitution of the Republic of Uganda which specifically tasks the Ministry is to mobilize, promote and empower communities to harness their potential while protecting the rights of and empowering the vulnerable population groups through skills development, labour productivity and cultural growth for sustainable and gender responsive development. To achieve this, the Ministry promotes community level action to reduce poverty and facilitates necessary conducive environment for other sectors to effectively deliver services to all sections of the population.

10.2 Local Government Level

At the Local Government level, the Mind-set change and crosscutting issues implementation is integrated/ mainstreamed in the existing government structures under the leadership of District/ City/ Municipality Community Development office.

At the District/City/Municipality level, the District/City/Municipality Technical Planning Committee (D/MTPC) will provide overall coordination, technical and policy guidance. In the case of KCCA, similar committees to the district shall be responsible.

At the Sub-county/Town Council level, the Sub-county/Town Council Technical Planning Committee will provide overall coordination, technical guidance and policy guidance.

At Parish level, the PDC with other existing community volunteers namely: community empowerment group facilitators, VHTs and leadership of famers associations will be responsible for implementing the Mindset change and crosscutting issues interventions. The community volunteers will get technical support from the CDOs/ ACDOs, Sub-county and District/ Municipal Officers (Agriculture, Veterinary, Environment, Commercial Officers, and Production Officers, Civil Society Organization and Private Sector Agencies). The Parish Chief has the primary responsibility of ensuring effective coordination of this support at the community level.

Currently, the Ministry has over 2000 staff in the Community Based Services Department at Local Government and these include the following:

- i) 84 District Community Development Officers
- ii) 33 Principal Community Development Officers
- iii) 103 Senior Probation and Welfare Officers
- iv) 239 Senior Community Development Officers
- v) 68 Senior Labour Officers
- vi) 47 Principal Labour Officers
- vii) 1211 Sub-county Community Development Officers
- viii) 215 Assistant Community Development Officers

10.3 Other Agencies under the Working Group on Community Mobilization and Mindset Change

Other agencies with whom the Ministry will collaborate with in the implementation Community Mobilization and Mind-set Change in the following;

- i) Office of the President
- ii) Ministry of ICT and National Guidance
- iii) Ministry of Education
- iv) Ministry of Health
- v) Office of the Prime Minister
- vi) Ministry of Local Government
- vii) Operation Wealth Creation
- viii) MoFPED
- ix) Skilling Uganda
- x) Ministry of Trade, Industry and Cooperative
- xi) Ministry of Agricultural, Animal Industry and Fisheries
- xii) Representatives of Academic/Training Institutions
- xiii) Uganda Mindset Change Academy
- xiv) Representatives of Private Sector, Development Partners and Civil Society

11 SUSTAINABILITY

The PDM community mobilization and mind-set change Pillar and its related interventions and sub-components shall be mainstreamed into the local government system, using the community development office and other line departments to oversee implementation process.

12 RISKS AND MITIGATION MEASURES

TYPE OF RISK	Inherent level of risk (High, Medium, Low)	ACTIONS TO BE UNDERTAKEN
Inadequate Funding	High	Engagement with MoFPED and stepping Domestic resource mobilization
Delayed transfer of funds to Local Governments	Medium	Capability building of local governments
Strong and entrenched cultural beliefs continue to promote GBV, inhibit participation of women	Medium	Engagement of cultural institutions and mass mobilization of communities
Community participation fatigue	High	Increased community awareness
Covid-19 Pandemic continuing to spread among the communities	Medium	Increased Vaccination and sensitization of communities to observe SOPs.
Corruption	High	Strengthen the legal framework against corruption and awareness creation on the dangers of corruption
Limited appreciation of PDM	Medium	Increased sensitization and awareness creation
Inadequate staff to implement PDM	Low	Recruitment of staff

13 RESULTS FRAMEWORK

The table below give a results frame work as adopted from the NDP III with respect to CMMC Programme implementation.

Sub-programme	Objective	Intervention s	Outputs	O/P Indicators	Baseline	Targets				
						2017/18	2020/21	2021/22	2022/23	2023/24
Enhance effective mobilization of families, communities and citizens for national development	To empower families, communities and citizens to embrace national values and actively participate in sustainable development	Informed and active citizenry and uptake of development interventions	Community Mobilisation and campaign programmes undertaken	Percentage of Households participating in public development initiatives		62	68	72	75	80
			A framework in place to partner with Religious and Faith Organisations (RFOs) and other non-state actors to support development initiatives							
			Participation of RFOs in Community and National Development	Proportion of the population informed about national programmes	30	50	60	70	80	90
		Increased household	Village Savings and Loans Associations	Households' participation in a saving scheme	10	20	30	40	50	60

		saving	established	(%)						
			Village Cluster HH Model Expanded							
		Increased investment in family and parenting agenda	Population and Communication	Proportion of population accessing the minimum family care package	0	2	5	8	15	30
		Increased participation of the diaspora community in development processes	Ask Your Government platform strengthened for active engagement with the diaspora community	Ratio of diaspora remittances to GDP	5	6	8	10	12	15
				Value of diaspora investment (USD)	1.3	1.3	1.4	1.6	1.7	1.8
Strengthen institutional capacity of central, local government and non-state actors for effective	Enhanced social cohesion and participation in cultural life	Proportion of population practicing negative cultural practices	State and non-State actors mobilised for a positive response towards the needs and interests of marginalised/vulnerable individuals and groups	% of vulnerable and marginalised persons empowered	1.5	2.6	3.7	5.2	7.8	10
			CDOs and Parish chiefs retooled	Staffing levels for national	Ce ntral	84	86	88	90	92

				guidance and community mobilisation functions at all levels	Level						
					LG Level	86	88	90	92	94	96
Civic Education and Mindset Change	Reduce negative cultural practices and attitudes	Enhanced social cohesion and participation in cultural life	Capacity of state and non-state actors to enforce laws enacted against negative and/or harmful religious, traditional and cultural practices and beliefs	Proportion of population practicing negative cultural practices		0	0	0	0	0	0