



**The Republic of Uganda**

**THE PARISH DEVELOPMENT MODEL**

**COMMUNITY MOBILISATION AND MINDSET CHANGE  
OPERATIONAL MANUAL**

**OCTOBER 2021**

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## 1. INTRODUCTION

In March 2021, Cabinet approved the implementation of the Parish Development Model (PDM) as a multi-sectoral strategy to create socio-economic transformation by moving households out of the subsistence economy into the money economy.

The Parish Development Model (PDM) is the last-mile strategy for service delivery by the Government of Uganda for improving incomes and welfare of Ugandans. It is an extension of the whole-of-Government approach to development as envisioned in National Development Plan III, with the Parish as the lowest administrative and operational hub/epi-centre (for planning, budgeting, reporting and delivery of interventions) for bringing delivery services closer to the people and hence foster local economic development.

### 1.1. Goal and Objective of Parish Development Model`5

The goal of PDM is to increase household food security and incomes and improve the quality of life of Ugandans with specific focus on the total transformation of society (both on-farm and off-farm, rural and urban settings).

The overall objective of the PDM is to increase the effectiveness of infrastructure and service delivery, including agricultural extension and social services, in order to accelerate the realization of the long-term goal of socio-economic transformation. The immediate target is move the 39% of the households out of subsistence production into the money economy in the next five years.

The specific objectives of PDM include the following;

- i) Increase production and productivity throughout the entire value chain from production to post harvest handling, transportation, storage and marketing;
- ii) Provide the necessary social and economic infrastructure, including community access roads, energy, water for domestic consumption and production, local markets and economic services;
- iii) Increase participation of households in the financial sector through financial literacy, improved business management and a culture of saving, credit and investment;
- iv) Strengthen social services at the grassroots in terms of health, education, environment management, improved housing, sanitation and hygiene;
- v) Increase awareness, mobilization and attitude change among the population to take responsibility to improve their own livelihoods and incomes;
- vi) Maintain a community information system that will provide administrative and economic data at the parish level, for improved planning and development; and
- vii) Deepen decentralization buy strengthening governance and administration of the localities.

## **1.2. Pillars of Parish Development Model**

The PDM has been designed around the following 7 Pillars;

- i) Production, storage, processing and marketing
- ii) Infrastructure and economic services
- iii) Financial inclusion
- iv) Social services
- v) Community mobilization and mindset change
- vi) Data collection (Parish-based management information system)
- vii) Governance and administration (one-gov't approach)

## **1.3. Overview of Community Mobilization and Mindset Change**

A Community is a group of people either living in a geographical area, or who share common culture, interests, and are organized in a social structure that exhibits some awareness of a common identity.

Community Mobilization is an approach to community development, which involves energizing communities to respond appropriately to an issue or need including poverty eradication and other development initiatives. The process involves engaging members of a community to determine who, what, and how issues are decided, and also to provide an avenue for everyone to participate in decisions that affect not only their lives but also their socio-economic development.

Community Development is a process by which communities identify their needs and adopt measures that address their situation. It is aimed at bringing about improvement in the socio-economic and cultural well-being of the people and their communities.

A mindset is a set of assumptions, methods, or notions held by one or more people or groups of people. Your mindset can predict your success in life. It's an internal voice that keeps you down or lifts you up. If you have a fixed mindset, you may see failures or setbacks as evidence that you're not good enough. The right mindset means choosing growth over negativity. Positive thinking, or an optimistic attitude, is the practice of focusing on the good in any given situation.

Over the past decade, the Government of Uganda has made significant milestones in improving provision of services to Uganda. Specifically, commendable progress has been made in infrastructure development in the areas of roads and bridges; rail; electricity; oil, gas and petroleum; mineral development and ICT as a fundamental enabler for socio-economic transformation of the country in line with the Uganda Vision 2040. Significant investments have also been made in setting up a number of wealth funds such as Youth livelihood Programme, Uganda Women Entrepreneurship Programme, Operation Wealth Creation, Emyooga, Special Grants for Persons for Disabilities among others. Policies and interventions under health, education have been introduced to improve health and education outcomes.

While the impact of these interventions is witnessed through among others; declining levels of poverty, increase in literacy rates, reductions in mortalities, increased agricultural production, significant challenges continue to be witnessed and these include the following;

- i) Limited participation and involvement of communities in the implementation of Government Programmes;
- ii) Increasing vandalization of public infrastructure such as electricity cables, roads, road signs and railway slippers while the community is looking on waiting for Government to intervene.
- iii) Reluctance by communities to embrace community contribution to develop such as through provision of land, protection of water resources among others
- iv) Poor attitudes towards Government interventions
- v) Duplication of community mobilization and empowerment efforts
- vi) Non-adherence to recommended preventive health practices such as drinking safe water, sleeping under an insecticide treated mosquito net, attending at least four antenatal visits for expectant mothers, washing hands with soap after visiting a toilet, etc.
- vii) Non functionality of infrastructure user committees formed at local level
- viii) Limited/inadequate access to quality and accurate information
- ix) Poor savings culture among the population (especially in the rural areas);
- x) high levels of environmental degradation and climate change which has affected basic livelihoods and food security;
- xi) Limited citizens appreciation, ownership, participation and uptake of services as well as synchronization of government interventions; and

#### **1.4. Rationale for Community Mobilisation and Mindset Change**

Without prioritisation of community mobilisation and mindset change, the well thought out idea of PDM will not attain its desired goal. For instance, the following will likely occur during the rollout and implementation of PDM:

- i) High community resistance to PDM
- ii) Low up-take of interventions implemented under PDM
- iii) Low recovery of funds under the financial inclusion pillar
- iv) Limited access to information

As such, Community Mobilization is key in building the capacities of communities (including Special Interest Groups) to plan, assess their needs, identify livelihood options, prioritize livelihoods sources, leverage resources, appreciate and participate in development programmes of Government.

It provides a base for implementation of the rest of the PDM components and will be an entry point for the individuals, households and communities to understand, appreciate, participate, own, and sustain development processes, where Government will play a catalytic role. It is the success of the community mobilization and mindset change Pillar that communities will appreciate the value of self-confidence, commitment, hard work and determination towards development, working together in groups, while developing investment capacities for socio-economic transformation enterprises and transition into the money economy in Uganda.

## **2. COMMUNITY MOBILIZATION AND MINDSET CHANGE PILLAR**

Under this Pillar, the community members shall be empowered to take center stage in assessing their needs, identify livelihood options, prioritize livelihoods sources, leverage resources, uptake development programmes and create sustainable solutions without leaving anyone behind in terms of development as per the sustainable development goals (SDGs), National Development Plan 111(NDP111) and NRM Manifesto 2021-2026.

The service providers shall also be oriented towards focusing on the people by employing participatory and empowering methodologies than focusing on themselves. Studies have revealed that corrupt tendencies by some actors has affected service delivery and if no deliberate action is taken, the PDM model will have a limitation in achieving its intended objectives.

The state and non -state service providers have to develop the principle of ‘service above self’ and promote community led development if the community are to achieve services. The service providers will adopt a needs-based approach to avoid selfish or egoistic tendencies that may negatively affect the intended community benefits. The service providers will build and promote the right mindset change in terms of positive attitudes, perceptions, values and norms, self-confidence, and patriotism of individuals and households and communities, who are the building blocks to jobs and wealth creation.

Community Mobilization and Mindset Change specifically seeks to;

- a) Promote intended community mobilization and engagement towards development programs
- b) Promote positive cultural beliefs, values and norms which promote development,
- c) Inculcate and promote positive thinking/attitudes and perceptions towards personal, family and community development for improved quality of life outside the subsistence life.
- d) Promote disciplined, committed and self-driven civil service teams for improved service provision.

This operational manual details the Key Rollout Strategies and Actions for Community Mobilization and Mindset Change to be implemented by the Ministry of Gender, Labour and Social Development and the MDAs under the Pillar as one of the preparatory activities for the implementation of PDM.

## **2.1. Goal and Objectives**

The **overall goal** of the pillar is to create and promote positive attitude by individuals, households and communities towards development. The pillar will facilitate the participation and transition of subsistence households into the financial sector and hence the money economy.

The **Objectives** of Community Mobilization and Mindset Change include the following

- 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.

## **2.2. Target Population**

Community Mobilization and Mindset Change programme will target the following persons;

- i) Civil Servants at all levels (Ministries, Department and Agencies, Faith Based Institutions, Local Government staff)
- ii) Youth Leaders (Youth Councilors at Local Government Level and District Youth Chairpersons)
- iii) Women Leaders (District/MC Women Chairpersons and Women Councilors)
- iv) Persons with Disabilities (District/MC Disability Chairpersons and PWD Councilors)
- v) The Elderly (Chairpersons of District Elderly Councils)
- vi) Community Empowerment Groups (FAL groups)
- vii) Civil Society Organizations and Cultural Institutions

## **2.3. Components of Community Mobilization and mindset Change**

The PDM community mobilization and mindset change interventions shall be delivered through seven sub-components namely;

- 1) Capacity building for frontline workers
- 2) Community mobilization, Mindset change education and awareness raising for communities, civil servants, Private Sector and Civil Society
- 3) Household mentorship, counselling and coaching.
- 4) Roll-out of the Integrated Community Learning for Wealth Creation model.
- 5) Community Institutional development
- 6) Community feedback mechanisms through Barazas and community score cards

### **2.3.1. Capacity building for frontline workers**

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 famers 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;

- ♣ Problem/situation analysis tools
- ♣ Gender and gender relations
- ♣ Visioning at individual and household levels.
- ♣ Group formation and group dynamics
- ♣ Environmental and climate change
- ♣ Social Safeguard issues in community development projects
- ♣ Application of the PRA methodologies
- ♣ Enterprise selection and management
- ♣ Basic information on food and nutrition security
- ♣ Key Family Care Practices
- ♣ Proper farming methods
- ♣ General human rights
- ♣ Resilience and coping mechanisms to socio-economic shocks.
- ♣ Counseling and guidance
- ♣ Available government programs and projects
- ♣ Financial literacy and basic records keeping
- ♣ Culture and heritage
- ♣ Community sports
- ♣ Citizen generated data
- ♣ Information Communication Technology

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, Leadership of Famers Associations	Local Governments, MGLSD



	etc.	
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.	MGLSD, Enterprise Uganda, Mindset Academy
3.	Cascade Training of Trainers to lower local governments (Sub-county and Parish)	District ToTs Teams with support from ( <i>MGLSD, Enterprise Uganda, Mindset Academy</i> )
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

### **2.3.2. Community mobilization, Mindset change education and awareness raising for communities, civil servants, Private Sector and Civil Society**

This Component 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, Operation Wealth Creation while at the local government it will be conducted by both 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
2.	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).	MGLSD, Office of the President, Operation Wealth Creation
3.	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	District Leaders, MPS, RDC and ToTs
4.	Organize engagement meetings with cultural institutions (Buganda, Tooro, Bunyoro, Alur, Acholi, Lango, Teso, Tororo, Umukuuka, Bukedi, Busoga, Obudingiya) and IRCU structures on their roles and responsibilities	MGLSD
5.	Step up media engagement and awareness on PDM (radio talk shows, media publications)	MGLSD, MPs, RDCs, LCV Chairpersons
6.	Hold meetings to create awareness about PDM	Parish Chiefs, CDOs, Political Leaders (MPs, Chairpersons, RDCs, Councilors), RDCs, LC I Chairpersons
7.	Undertake mass mobilization of communities on PDM	Religious and Cultural institutions,
8.	Organize training of Government Communication Officers on Community Mobilization and Mindset Change	MGLSD

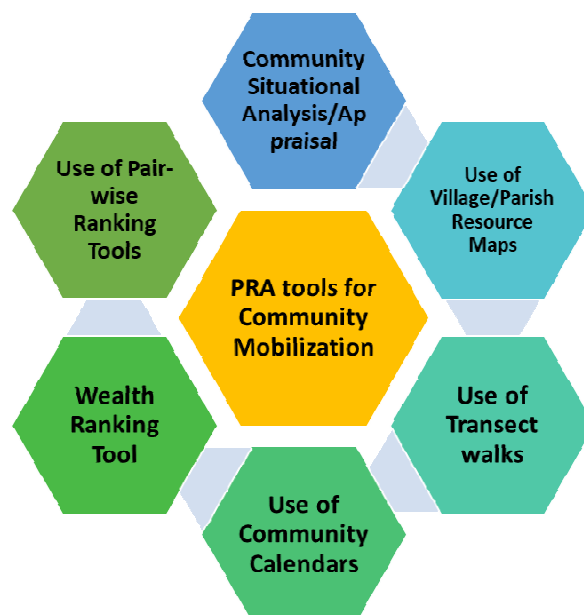
#### **MOBILIZATION AND FORMATION OF INTEREST GROUPS**

Mobilization of communities under the Financial Inclusion Pillar

Implementation of the Parish Development Model and specifically the Financial Inclusion Pillar will be preceded by effective community mobilization in all parishes and villages. Community mobilization is aimed at achieving the following;

- i. Ensuring that all members of the community understand what PDM is about, its objectives and pillars and embrace it as a development model led by them.
  - ii. Sensitizing the communities about the Financial Inclusion Pillar, its objectives, qualifying enterprises and implementation modalities.
- Under PDM, government support will only be extended through organized interest groups. The CMMC Pillar will therefore mobilize communities in the following category
    - i. Category 1: Those who are organized in already registered interest groups
    - ii. Category 2: Subsistence households that are not organized in any group
  - Households shall be organized into common interest groups that are engaged in a common income-generating activity within their locality (village/cell or Parish/Ward levels).
  - Each common interest group shall be mobilized to practice and adhere to core principles of building their initiatives to ensure the sustainability of the groups and their investments/enterprises
  - Each Common interest group shall subscribe to the Parish Development Association for it to benefit from Government Programmes.
  - There shall be only one Parish Development Association per Parish to which all interest groups that seek government support shall subscribe
  - The Parish Development Association will be main vehicle for empowering communities under PDM. Each Parish Development Association shall be constituted by one or more common interest groups

**Tools for Community Mobilization, Group Formation and enterprise selection**



### **2.3.3. Household mentorships, counselling 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, community development officers, PDC members, VHTs, sub county extension workers, leadership of famers 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 famers 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;

- ♣ Identification of existing and available resources
- ♣ Community visioning
- ♣ Individual and household visioning
- ♣ Gender and gender relations
- ♣ Enterprise development, selecting and management
- ♣ Proper land use and environmental management
- ♣ Benefits of joining groups

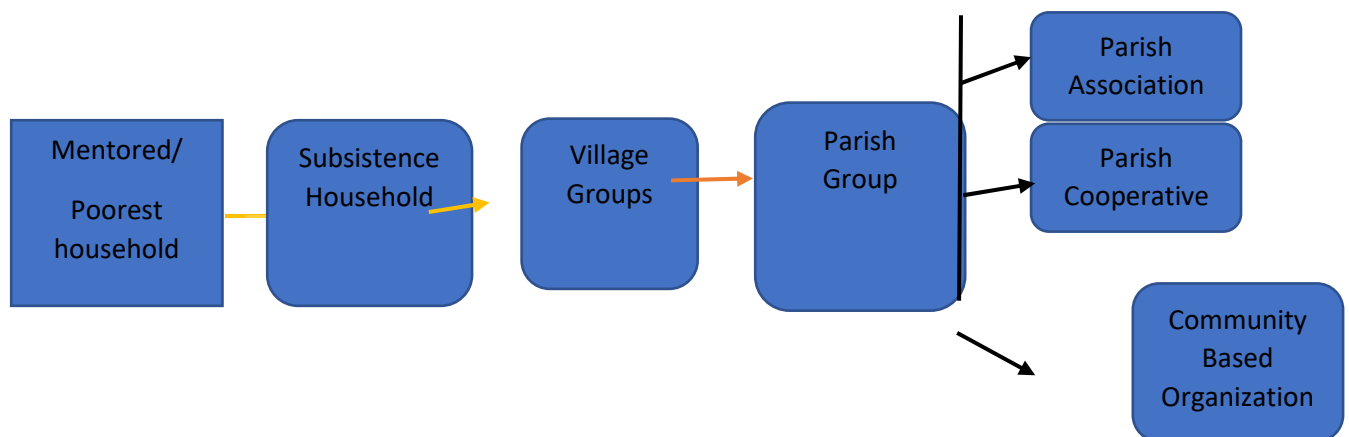
- ♣ Basic nutrition and food security.
- ♣ Basic records keeping
- ♣ The ‘complete homestead setting’

Some of the categories of households and aspects to focus on could be;

- ♣ 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
- ♣ Households headed by women or children
- ♣ Children or wives as the main source of family labour
- ♣ Out-of-school children and youths
- ♣ School dropout by the household head (before reaching primary seven)
- ♣ Willingness and physical and mental capacity to respond to mentoring and other development opportunities

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	LC I, CDOs and Parish Chief
2.	Organize ToT Training for Community Development Officers at the district level	MGLSD
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

### **2.3.4. Roll-out of the Integrated Community Learning for Wealth Creation model**

Despite a number of interventions towards illiteracy reduction by Governments and development partners, a number of individuals especially in the rural areas and outskirts of urban centres remain unable to read and write. 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.

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
2.	Identify status of existent Parish Community Learning Centres	CDOs and Parish Chief
3.	Organize community engagement meetings to identify services to be provided at the Community Learning Centres	CDOs, Parish Chief, Sub-county Chief
4.	Undertake Mapping of Development Partners to deliver services through the Community Learning Centres	CDOs, Parish Chief, 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
7.	Identify and conduct Training of Training for Facilitators	MGLSD, MoLG
8.	Develop training materials	MGLSD
9.	Mobilize communities for uptake of ICOLEW Programme	Parish Chief, CDO

### 2.3.5. 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	District Leadership, CDOs and Parish Chiefs
2.	Provide support to group on the development constitutions/ guidelines, policies	CDOs
3.	Undertake training and capacity building of community groups on record keeping, Minutes taking, Filing among others	CDOs
4.	Undertake Registration and certification of community institutions and groups	CDOs
5.	Linking community institutions to public and private partners	District Leadership, CDOs and Parish Chiefs
6.	Capacity building for the Parish Development Committees and leaders of community groups	District and Sub-county Leadership

### **2.3.6. 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	Parish Chief
2.	Regularly update and provide information through the community notice boards	Parish Chief/CDOs
3.	Organize quarterly Barazas/interface meetings at Parish level	Parish Chief
4.	Conduct quarterly community Score Cards (CSC) for service users (communities) and service providers (LG sector heads)	Parish Chief/CDOs
5.	Support communities to develop and implement Community Action Plans	CDOs

### **3. 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;

### 3.1. 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"> <li>- Train farmers and farmer groups in institutional development</li> <li>- Provide extension services along the value chains</li> <li>- Supervise and build capacity of community-based service providers</li> <li>- Link farmers to other service providers</li> <li>- Guide PDCs on enterprise priority setting</li> <li>- Supervise the collection of data, analysis and storage</li> <li>- Mobilize model farmers to organize and advise farmers</li> <li>- Develop Parish Development Plans and set priorities for agricultural enterprises and technologies</li> <li>- Monitor implementation of activities and report to the community</li> <li>- Collect business and agriculture statistics and submit to sub-county for analysis and storage</li> <li>- Supervise management and operations of post harvest handling, storage and processing activities</li> </ul>	<ul style="list-style-type: none"> <li>- Operationalize Community Learning Centres as hubs for service delivery under PDM</li> <li>- 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)</li> </ul>
2.	Infrastructure and Economic Services	<ul style="list-style-type: none"> <li>- Construct and maintain accessible community roads</li> <li>- Improve choke points/bridges on community roads</li> <li>- Upgrade community local markets</li> <li>- Extension of safe water for domestic use and production</li> <li>- Extension of power to communities, ensure availability of power in each parish</li> <li>- Creation of internet free zones in communities</li> <li>- Develop appropriate e-services to support PDM</li> <li>- Physical development planning to facilitate well planned settlement</li> <li>- Provide banking and agricultural insurance at affordable rates</li> </ul>	<ul style="list-style-type: none"> <li>- Training of communities and PDCs on participatory approaches for identifying, prioritizing their needs</li> <li>- Conduct community mobilization and sensitization on likely benefits, impacts and consequences of infrastructure development on the affected communities</li> <li>- Mobilize communities and facilitate the formation and training of infrastructure management and user committees to maintain and manage infrastructure investments sustainably.</li> <li>- Mobilize and sensitize communities on importance and development of Public Private Partnership for the delivery of Infrastructure and Economic Services</li> </ul>

S/N	Pillar	Key Services to be provided	Community Mobilization and Mindset Change will
3.	Financial Inclusion	<ul style="list-style-type: none"> <li>- Organize households into business development groups and link them to quality inputs that support value-chain development (community organization)</li> <li>- Provide Business Development Services</li> <li>- Provide financial services to households in the subsistence economy</li> <li>- Promote development and delivery of agricultural insurance products</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitize communities about opportunities under the Financial Inclusion Pillar of PDM</li> <li>- 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</li> <li>- Encourage communities to form groups (including among others Associations, SACCOs, CBOs etc.</li> <li>- Conduct registration of formed associations (at sub-county)</li> <li>- Train groups on group dynamics, constitution development and where necessary develop a generic template of a constitution for groups to adapt</li> </ul>
4.	Social Services	<ul style="list-style-type: none"> <li>- Construct and equip health centres (HC III) in all sub-counties</li> <li>- Recruit critical staff as well as extension staff</li> <li>- Strengthen infrastructure/facilities management by community for education, health, water and environment</li> <li>- Provide and maintain safe and accessible water points</li> <li>- Support functional Village Health Teams (VHTs)</li> <li>- Construct/upgrade community primary schools</li> <li>- Provide logistics and equipment for institutions (schools, hospitals, health centres etc.)</li> <li>- Sensitize the public on the need for appropriate housing, sanitation and hygiene</li> </ul>	<ul style="list-style-type: none"> <li>- Catalyze communities to appreciate, demand, adopt the recommended service standards such as health practices and measures, access to education, sanitation and hygiene among others</li> <li>- 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.</li> <li>- Mobilize communities to actively participate in Social Service Associations such as Parents Associations and School Management Committees for improved social service outcomes</li> </ul>
5.	Community Mobilization and Mindset Change	<ul style="list-style-type: none"> <li>- Promote intended community mobilization and engagement towards development programmes</li> <li>- Promote positive cultural beliefs and norms which enhance development</li> <li>- Inculcate and promote positive thinking towards personal,</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and operationalize manual for community mobilization and mindset change</li> <li>- Undertake national mobilization and sensitization programmes</li> <li>- Develop community mobilization strategy in</li> </ul>

S/N	Pillar	Key Services to be provided	Community Mobilization and Mindset Change will
		family and community development - Promote disciplined, committee and self-driven service teams for improved service provision at the local level	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 households and communities for livelihoods improvement
6.	Community Information System	- 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	- 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)
7.	Governance and Administration	- 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 - Enhance transparency, accountability and reporting	- Undertake training of Parish Development Committees - Organize Community feedback meetings/Barazas to enhance transparency, accountability and reporting

#### 4. 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

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

Cross-Cutting Issue	Activities	Responsible Person
Gender	•	•
<b>Nutrition</b>	<ul style="list-style-type: none"> <li>- Promote and scale up community-based nutrition initiatives through ICOLEW</li> <li>- Manual to integrate ECD in Community mobilisation developed.</li> <li>- Implement the Key Family Care Practices (KFCP) and Early Childhood Development (ECD) services at the household and community levels.</li> </ul>	<ul style="list-style-type: none"> <li>- MGLSD</li> <li>- Capacity of stakeholders to promote family planning, and food and nutrition improvement strengthened.</li> </ul>
<b>Sexual Reproductive Health</b>	<ul style="list-style-type: none"> <li>- Organise community meetings and sensitisation activities at village level on SRH</li> <li>- Implement the Parenting Strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Parish Chiefs, CDOs and District Leadership</li> <li>- MGLSD and Local Governments</li> </ul>
<b>Environmental issues</b>	<ul style="list-style-type: none"> <li>- Mobilise and sensitise communities on sustainable use of natural resources and the environment</li> </ul>	<ul style="list-style-type: none"> <li>- Parish Chief, District Technical and Political Leadership, NEMA, Civil Society Organisations</li> </ul>
<b>Domestic Violence</b>	-	-
	-	

## **5. INSTITUTIONAL IMPLEMENTATION ARRANGEMENTS**

### **5.1. National level**

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

### **5.2. Local Government Level**

At the Local Government level, the Mindset 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 farmers 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

### **5.3. 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 Mindset Change in the following;

- i) Office of the President
- ii) Office of the Prime Minister
- iii) Ministry of Local Government
- iv) Operation Wealth Creation
- v) Enterprise Uganda
- vi) Representatives of Academic/Training Institutions
- vii) Uganda Mindset Change Academy
- viii) Representatives of Private Sector, Development Partners and Civil Society

## **6. SUSTAINABILITY**

The PDM community mobilization and mindset 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.

## **7. RISKS AND MITIGATION MEASURES**

Possible risks to the operation of PDM community mobilization and mindset change Pillar include: inadequate funding and delays, strong and entrenched cultural beliefs which take long to change, norms and values which affect mindset change and promote gender-based violence and volunteer fatigue among community members. The COVID-19 pandemic may also increase inequality, exclusion, discrimination and global unemployment in the medium and long term.

The Pillar will ensure continuous mobilization processes considering that attitude and behavioral change are a process and take time. Additionally, the holistic and integrated



implementation approach with other State and non-State actors shall be used to mitigate these risks.