6.1.3
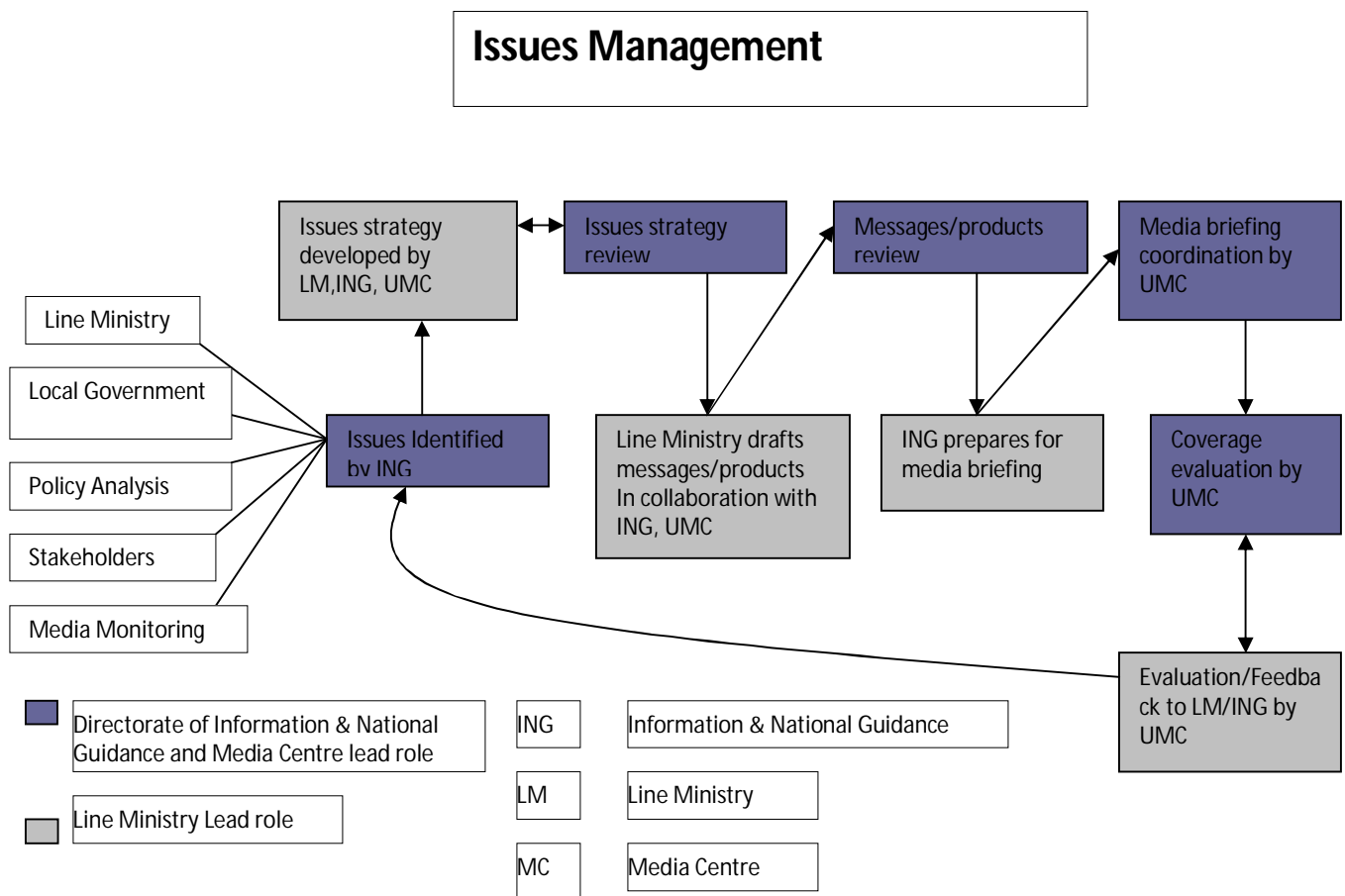
The process of managing an issue requires clear identification of the issues that Government is dealing with to avoid dealing with symptoms of the problem. The strategy lays out guidelines for developing an appropriate Issues Management Strategy within the broad framework, it defines the point at which the issues are identified, a strategy developed, messages/products are produced, media briefings are conducted, effects of Government action is reviewed until the issue is resolved and the status quo is re-established. The flow chart below illustrates this process.

Fig.6: Issues Management flow chart

Issues Management

Issues strategy developed by LM, ING, UMC ↔ Issues strategy review · Messages/products review · Media briefing coordination by UMC

Line Ministry · Local Government · Policy Analysis · Stakeholders · Media Monitoring → Issues Identified by ING

Issues Identified by ING → Issues strategy developed by LM, ING, UMC

Line Ministry drafts messages/products In collaboration with ING, UMC

ING prepares for media briefing

Coverage evaluation by UMC

Evaluation/Feedback to LM/ING by UMC

Legend:
- Directorate of Information & National Guidance and Media Centre lead role
- Line Ministry Lead role
- ING — Information & National Guidance
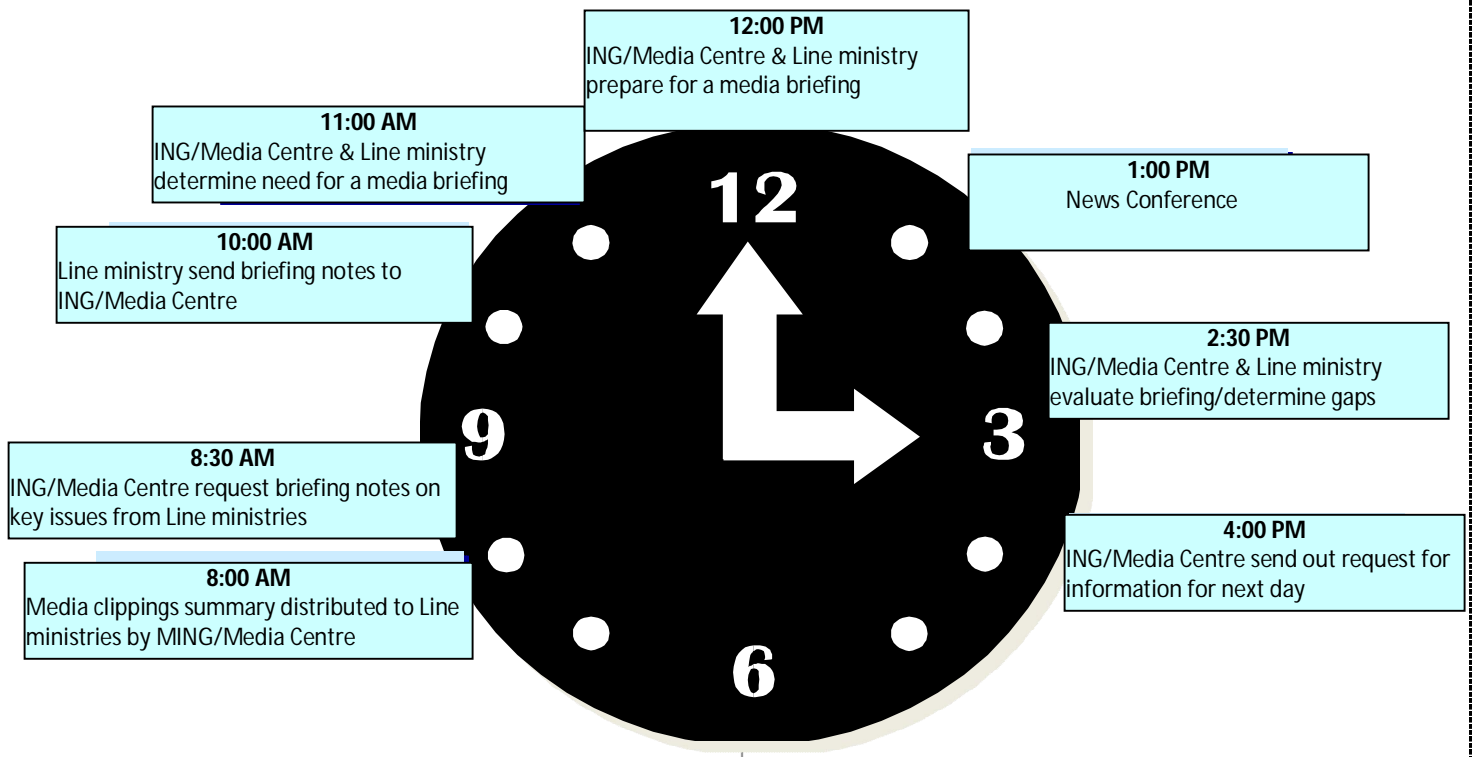- LM — Line Ministry
- MC — Media Centre

(The flow chart illustrates the identification of public issues and defines the critical steps necessary in the management of the issue as it develops- through identification of strategy, messages, message products, media briefing coordination and evaluation until the issue is effectively resolved)

6.1.4 The Issues Management Process is a set of interconnected events that are undertaken prior to and during the actual problem that presents itself as a real issue that the public is actively reacting to. During this process, the Communication machinery in Government engages in predetermined activities during the play out of the issues until it is resolved. The flow chart

below illustrates the daily issues cycle that the Communication team/players are likely to undertake to resolve the issue.

Fig.7: Communication Clock

Daily Issues Cycle

12:00 PM
ING/Media Centre & Line ministry prepare for a media briefing

11:00 AM
ING/Media Centre & Line ministry determine need for a media briefing

10:00 AM
Line ministry send briefing notes to ING/Media Centre

8:30 AM
ING/Media Centre request briefing notes on key issues from Line ministries

8:00 AM
Media clippings summary distributed to Line ministries by MING/Media Centre

1:00 PM
News Conference

2:30 PM
ING/Media Centre & Line ministry evaluate briefing/determine gaps

4:00 PM
ING/Media Centre send out request for information for next day

(The flow chart illustrates a typical communication cycle in a given day; starting the day with an analysis of the key emerging issues, how they are developing in the course of the day, the role of concerned institutions, strategy, product developments, implementation until the issue is resolved)

6.2   Crisis Management

6.2.1   The purpose of the Communication effort during a crisis or disaster is to Educate, Reassure, Guide and be accountable to the key stakeholders and the general public. This will ensure that Government stays in control of the situation as well as keep the public calm and positively contributing to resolving the crisis.

6.2.2 Defining a Crisis

A crisis is any major unpredictable event that threatens to harm an organization, its stakeholders, or general public. Crises include, among others, natural crises such as earthquakes, volcanic eruptions, hurricanes, floods, droughts that threaten life, property and the environment, disease outbreaks, conflicts, fires and any other issue that Government may deem to constitute a crisis.

In a crisis one is faced with the element of surprise and short decision time. To avoid panic one needs to plan ahead to manage the crisis including a Crisis Communication Plan.

6.3 Objective of Crisis Communication

6.3.1 The objective of Crises Communication is to:
   i.   Demonstrate that the Government is prepared to respond to public Communication needs.
   ii. To assure the public that the crisis/challenge will be managed well
   iii. Educate the public on any issue that affects them.
   iv. Provide consistent, coordinated and effective public Communication.
   v.   Ensure that the public (stakeholders) have access to transparent, accessible, accurate, real time information that will help them respond effectively to the crisis.

6.4 Crisis Management Policy and Plan and Key responsibilities

6.4.1 The Directorate of Information and National Guidance shall develop a (living and detailed) detailed Crisis Management Plan that identifies the key responsibilities, the required action and the necessary resources to implement the plan.

6.4.2 An abridged version shall be publicised and internalised by all stakeholders. The detailed Crisis Management Plan shall be regularly updated and rehearsed- before crisis- 'Be Prepared not scared' approach.
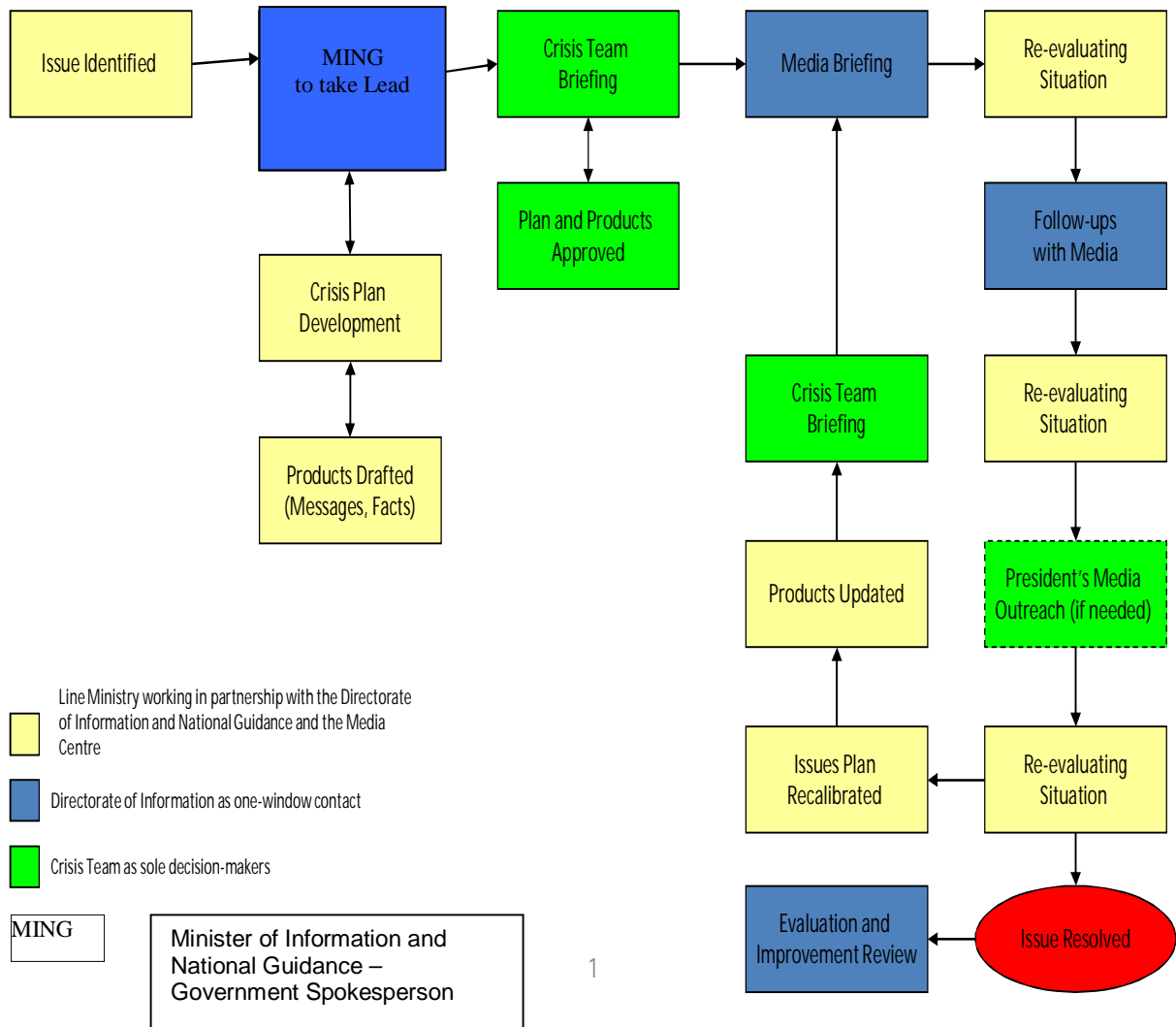
6.4.3 The Plan shall provide for the establishment of dedicated Call Center, Disaster Recovery Site and Resumption Sites.

6.4.4 The fully manned dedicated Call Center(s) shall be operational with public access daily 24/7. It will coordinate all Communication and provide real time information and statistics, updated throughout the day.

6.4.5   The Disaster Recovery Sites, away from the Ministry HQ, shall store backup data to ensure that Government has access to vital data which may otherwise be lost during the disaster/crisis at the main Government operational area.

6.4.6   The Business Resumption Site shall have facilities where the TEAM and other key Business areas/arms of Government will operate from in the event of a major disaster/crisis which may have adversely affected the operational premises/sites.

6.4.7   The crisis management flow chart illustrates the process of issue/crisis identification by the National Communication Team as an ongoing process through daily media monitoring and analysis. It also establishes who takes the lead in managing the crisis to ensure that Government will have media leadership, bring together the key stakeholders, develop a crisis plan, messages/products development, media briefing, crisis management evaluation and briefing of Government until the crisis is resolved. The flow chart below therefore, shows the various stages that a crisis will go through up to its resolution. The issue identification is flagged off by the Uganda Media Centre who notifies the Minister for Information and National Guidance and the concerned MDA for appropriate action.

Fig.8: The Crisis Management Flow Chart

Crisis Management

```
Issue Identified  →  MING          →  Crisis Team      →  Media Briefing   →  Re-evaluating
                     to take Lead      Briefing                                Situation
                          ↕                 ↕                                      ↓
                     Crisis Plan       Plan and Products                      Follow-ups
                     Development       Approved                               with Media
                          ↕                                                       ↓
                     Products Drafted                     Crisis Team         Re-evaluating
                     (Messages, Facts)                    Briefing            Situation
                                                              ↑                   ↓
                                                          Products Updated    President's Media
                                                              ↑                Outreach (if needed)
                                                          Issues Plan     ←   Re-evaluating
                                                          Recalibrated         Situation
                                                              ↕                   ↓
                                                          Evaluation and  ←   Issue Resolved
                                                          Improvement Review
```

Legend:

Line Ministry working in partnership with the Directorate of Information and National Guidance and the Media Centre

Directorate of Information as one-window contact

Crisis Team as sole decision-makers

MING — Minister of Information and National Guidance – Government Spokesperson

1

(The flow chart illustrates the process of managing a crisis in the country, region/location-disasters, riots, fires, constitutional, security e.t.c. It defines the key players, how to manage the crisis, message products and their delivery, evaluation until the crisis is resolved)

6.5   National Crisis Communication Team Defined and Key Responsibilities

6.5.1   The strategy proposes the establishment of a permanent National Crisis Communication team whose purpose among other things is to provide media leadership, review critical emerging issues and give policy and strategic guidance and decision making across Government. The team shall be composed of:

- Chair: The Minister for Information and National Guidance
- Members-
    i.   Minister responsible for Internal Affairs
    ii.   Minister responsible for Defence
    iii.   Minister responsible for security,
    iv.   Minister for Foreign Affairs
    v.   Minister for Finance
    vi.   The Government Chief Whip
    vii.   The Minister for Local Government
    viii. Sector Minister(s) [where crisis is],
    ix.   Head of Public Service and Secretary to Cabinet
    x.   Head of Uganda Media Center
    xi.   Director, Strategic Communication
    xii.   The Directorate of Information and National Guidance shall be the Secretariat to the National Communication Team

6.6   Declaration of a Crisis and its management

6.6.1   During a major crisis, all the concerned Communication Units shall work closely with the crisis Communication Team. The National Crisis Communication Team will declare the disaster/crisis in accordance with the agreed parameters of the Policy and Plan.

6.6.2   The National Crisis Communication Team will be the only one authorised to make or authorise the publishing or broadcasting of major policy statements on the crisis after full discussion with the TEAM and issue other statements and clarifications as warranted as the crisis/disaster unfolds.

6.6.3   The Minister of Information and National Guidance will be the Official Spokesperson on the crisis; s/he will issue and conduct regular press briefings with technical guidance from relevant government MDAs.

6.7   Ministry Communication Unit's Role

6.7.1   The Communication Units in the Ministries and Local Governments shall be guided by the National Crisis Management Policy

6.7.2   The Ministry and Local Government Communication Units will handle only sector specific crisis Communication as delegated by the National Crisis Communication Team.

6.7.3   The Ministry and Local Government Communication Units will provide regular updates to the National Crisis Communication Team and the Uganda Media Centre on the crisis.

6.7.4   The Head of the Ministry and Local Government Communication Units will hold press briefing with the support of the Uganda Media Centre and as necessary invite experts to address the media and to issue   statements and clarification as the crisis unfolds and/or ebbs.

Each MDA or Local Government is expected to monitor the issues on a daily basis to support the work of ING which will undertake a 24/7 monitoring of the issues in the media. Collaboration and communication between ministries is a MUST. Guidelines and standards to ensure everybody knows what to do shall be developed.

7.0 IMPLEMENTATION OF THE COMMUNICATION STRATEGY

7.1 COMMUNICATION STRATEGY IMPLEMENTATION MATRIX

Table iv: Defining Communication needs, activities, responsibility centre, time frame and outputs

Specific objective 1: To ensure that Communication across Government is well coordinated, effectively managed and are responsive to the diverse information needs of the public.

Communication need	Activities	Responsible person(s)	Timeframe	Output indicators
Establish a governing structure to co-ordinate and manage Communication of Government policies and programmes	Develop and implement a Government Communication strategy Establish structures to implement the strategy Employ/appoint personnel for implementation Setup Communication planning modalities integrated in policy formulation & submission Align and coordinate Communication function across government along with Retooling & building capacity Sensitize officers about Government Communication Strategy (GCS) and responsibilities	Directorate of Information and National Guidance/OPM/Cabinet Secretariat Ministry of Public Service/MDAs/PSC Cabinet Secretariat Office of the Prime Minister/DING		A fully fledged Communication Strategy Number of structures approved & established Number of personnel employed/appointed Number of structures approved & established Number of personnel employed/appointed Policies & Programs with integrated Communication plan Communication Assessment, templates, Equipped Communication units Number of Officers sensitized on GCS

Specific objective 2: To provide mechanisms for the provision of timely, accurate, clear, objective and complete information on Government policies, programs, services and initiatives to citizens.

Communication need	Activities	Responsible person(s)	Timeframe	Output indicators
Identification and establishment of channels (tools) of Communication	Clear channels of Communication identified in a multi channel approach to reach all audiences and ensure greater responsiveness A media relations plan to enhance trust and maximize the positive attributes of the media in communicating Government policies Defining Communication responsibilities Staff training on clear Communication	Directorate of Information and National Guidance/OPM The Uganda Media Centre Ministries, Departments and Agencies Civil Service College		Number of channels of Communication defined A media relations plan developed Well defined Communication responsibilities Number of staff trained in clear Communication
To develop an environmental scan mechanism	- Developing A fully functional environmental scan framework for an enhanced Government awareness of public perceptions and opinions on its policies and programmes - Establishment of an effective feedback management mechanism to capture public views and as a means of ensuring enhanced public participation in the Communication process - Forming a monitoring and evaluation system to ensure efficiency and effectiveness of message delivery on Government policies	Directorate of Information and National Guidance/OPM Directorate of Information and National Guidance/OPM Directorate of Information and National Guidance/OPM		- An established environmental scan mechanism - A functional feedback management system - A functional monitoring and evaluation system Template for guiding Line Ministries when developing policies and programmes

Strategic objective 3: To provide a framework to enable public servants communicate easily with the public on policies, programs, services and initiatives they are familiar with and for which they have responsibility.

Communication need	Activities	Responsible person(s)	Timeframe	Output indicators
Review the regulatory framework on Communication to ease Communication on Government policies	- Enactment of a Government policy Communication strategy as a platform for a coordinated approach to Government Communication - harmonization of the legal framework on Access To Information (Official Secrets Act/Access to Information Act, e.t.c.) to ease Communication flow between public servants, the media and the general public	Directorate of Information & National Guidance		**-** A functioning Policy Communication Strategy - Revised legal framework to facilitate easier information flow - Guidelines for accessing and giving out information

Strategic objective 4: To promote creation of relevant and sharable electronic content, and provide for its development and management by different government ministries, departments and agencies.

	Activities	Responsible person(s)	Timeframe	Output indicators
Sufficient electronic content identification, creation, & storage	Conduct orientation and training of staff in Communication units on electronic content management Translation in English and local languages in the creation of relevant electronic content Develop content management plans for MDAs and harmonize management tools and systems and build organisational capacities across government Establish electronic content resource centres, data banks and archives channels across government Set up monitoring and evaluation framework for electronic content development and management	OPM/DING, Ministry of ICT OPM/DING OPM/DING, MDAs OPM/DING, Ministry of ICT OPM/DING, Ministry of ICT		-Oriented staff to develop and manage electronic content - Translated content accessed - Content management plans developed, equipped MDAs - Content databanks, archives and platforms developed A functional content management monitoring and evaluation system

7.2   The anticipated outcomes as a result of the implementation of the Communication Strategy will be:

      i.   Rationalisation of media communication sources

      ii.   Harmonised messages to the public

      iii.   Improved responsiveness to public information needs

iv.   Better informed public, media
v.   Reduced ambiguity and conflicting communication
vi.   Increased Government awareness of public opinion and attitudes
vii.   Improved capacity to manage opinions and attitudes through effective communication
viii. Better acceptance of Government policies
ix.   Improved service delivery
x.   Improved Government implementation of policies, programmes and projects
xi.   Increased access to public information
xii.   Balanced and accurate print, radio and television reporting
xiii. Increased appreciation and public support for government programmes.
xiv.   Increased transparency and accountability of Government.

8.0   KEY PRIORITIES AND CORE MESSAGES

8.1.1   The Communication Plan identifies and clarifies key Government priorities, policies, programs, issues and approaches to Communication. The Plan establishes the core messages for each of the Key priority areas for Government to facilitate clear and consistent Government Communication of messages to the public and stakeholders. The Key Priorities are Economic Management, Production, Competitiveness and Income, Security, Conflict resolution and Disaster Management, Good Governance and Human Development. Also, the annual Budget Speech and the State of the Nation Address may highlight certain aspects of the Policy Agenda which may impact on the core messages.

8.2   Economic management

8.2.1   A sound economic framework which is conducive to private sector investment is vital to Uganda's growth strategy. In the absence of a sound economic environment, other interventions to boost growth will hold little value. Uganda's economic policy framework emphasizes inflation control, strong growth in private investment, fiscal consolidation and increased revenue generation as its main objectives.

The Priority action and Core messages for promoting Economic Management are:-

Table v: Priority Actions and Core messages for Economic Management (Examples)

KEY MESSAGES	POLICIES AND PROGRAMS	ISSUES AND MITIGATION	AUDIENCES	TOOLS AND TACTICS
▪ Government continues to deliver economic stability for Uganda	▪ inflation control ▪ Economic growth ▪ private Sector investment ▪ Fiscal Consolidation	▪ High poverty rate: ▪ Effective poverty eradication plan ▪ Revenue generation: expanding tax base	▪ Citizens ▪ Private Sector ▪ Civil Society ▪ Development Partners ▪ International Community	▪ President Meet the people tours ▪ Presidential Investors Round table ▪ Press briefings for new and on-going policies ▪ Radio and TV talk shows for new and existing policies, key milestones, regular updates
▪ Government is working to assure prosperity for All	▪ Access to low interest credit ▪ Improved household savings ▪ Commercialization of agriculture and value addition ▪ Market access	▪ Land fragmentation: Improved seeds, ▪ Lack of collateral: SACCOS ▪ Value addition	▪ Peasants ▪ Youth ▪ Women ▪ Fishermen ▪ Farmers ▪ Agro-processors	▪ Budget consultative process

	▪ Diversification of agricultural produce	▪ Market information		▪ State of the Nation Address ▪ Budget Speech
▪ Government is attracting investment in the private sector, Government is creating jobs	▪ Provision of tax breaks ▪ Land redevelopment and land reform measures ▪ Establishment of industrial parks ▪ Market liberalization ▪ Foreign exchange and financial liberalization	▪ Land tenure system: Land Reform Policy ▪ Infrastructure: Roads and ICT expansion ; optic fibre, SEACOM ▪ National Backbone infrastructure information system	▪ Domestic and foreign investors ▪ Banks ▪ Land owners ▪ Local communities	▪ Updated and Interactive Website by each Ministry ▪ Updated and Interactive Intranet by each ministry ▪ Internal Newsletters by each Ministry

8.3   Infrastructure and Strategic Interventions

8.3.1 ENERGY:

The core purpose for this sector is to establish, promote the development, strategically manage and safe guard the rational and sustainable utilisation of Energy and Mineral Resources for social and economic development. The key priorities and core messages for this sector are:

Table vi: Priority Actions and Core messages for Energy (Examples)

KEY MESSAGES	POLICIES AND PROGRAMS	ISSUES AND MITIGATION	AUDIENCES	TOOLS AND TACTICS
▪ Provide cheap and stable electricity to all Ugandans	▪ Saving energy for industrial production	▪ Develop and construct new power stations	▪ Citizen ▪ Private Sector ▪ Civil Society ▪ Development Partners ▪ International Community	▪ Budget Speech ▪ Updated and Interactive Website by each Ministry ▪ Updated and Interactive Intranet by each ministry
▪	▪ Alleviate the burden of high energy bills	▪ Popularise efficient consumption and utilisation of energy	▪ Parliament ▪ Judiciary ▪ Civil Society ▪ Political parties ▪ Citizens	▪ Internal Newsletters by each Ministry ▪ Press briefings for new and on-going policies
▪ Prudent Management of resources and	▪ Integrated and coordinated effort	▪ Environmental protection	▪ Parliament ▪ Judiciary	▪ Radio and TV talk shows for new and existing policies,

revenue accruing from oil and gas production	to ensure quick implementation of the Oil and Gas Policy	■ Health and Safety ■ Infrastructure development ■ Physical planning ■ Management of peoples expectations ■ Construction of the Eldoret-Kampala Oil Pipeline ■ Increase petroleum storage facilities ■ Inform public about compensation for oil pipeline	■ Civil Society ■ Political parties ■ Citizens	key milestones, regular updates ■
■ Increase Income earnings	■ Implementation of the Mineral Policy ■ Undertake geological data acquisition to attract investment ■ Licensing and regulating the mineral exploitation and mining	■ Export earnings ■ Royalty ■ Licences and fees	■ Parliament ■ Judiciary ■ Civil Society ■ Political parties ■ Citizens	■ Press briefings for new and on-going policies ■ Radio and TV talk shows for new and existing policies, key milestones, regular updates

8.4 Production, Competitiveness and income

8.4.1 Agriculture is the most important sector of the economy and by far the largest employer of Ugandans in rural areas, despite a declining share in GDP. Moreover, 85% of those below the poverty line live in rural areas. Hence agricultural growth is critical for poverty reduction and rural development. About 86% of the population lives in rural areas of which 80% of the active work force is employed in agriculture.

8.4.2 In order to boost production, incomes and competitiveness, supply and demand constraints must be addressed. The focus on poverty reduction is because the country's primary development goal springs from the leadership's conviction that very little development progress can take place when the majority of the population lives in abject poverty.

8.4.3 Government strategy will therefore focus on increasing agricultural production and incomes, especially for poor rural households. In order for households to escape poverty, they must produce and sell. Studies in Uganda show that constraints on smallholder agriculture include:

information, organization of marketing, infrastructure, access to assets, physical depletion of assets, and finance.

The Priority action and Core Messages for enhancing production and competiveness and incomes are:

Table vii: Priority actions and core messages for Enhancing Production, Competitiveness and Incomes (Examples)

Key Messages	Policies & Programs	Issues & Mitigation	Audiences	Tools & Tactics
Government is transforming the agricultural sector into a modern, efficient and highly productive sector	• Access to low interest credit • New land policy • Support to agricultural mechanization, irrigation and agro-processing	• Poor methods of farming: Provision of modern tools Access to land for commercial agriculture: Harmonization of land policy Weak information systems: More information for farmers	• Citizens • Private sector • Agricultural sector development agencies	• Presidential tours • Press briefings on new policies • State of the Nation Address • Budget Speech • Updated & interactive websites • Updated & interactive Intranet • Internal Newsletter
Government has made value addition and Improved product quality a key priority	Focus on addressing crop pests and livestock diseases Provision of high yielding seeds and planting materials	Limited access to animal drugs and pesticides: Mass vaccination efforts and research into disease resistant verities	Citizens Private sector Agricultural sector development agencies	**Same as above**
The government is keen to ensure easy access to credit	Provision of loans	High interest loans: Low interest loans not exceeding 10%	Citizens Private Sector Agricultural sector development agencies	**Same as above**

8.5 Security, Conflict Resolution and Disaster Management

8.5.1 Uganda is prone to recurrent and often severe droughts which coupled with rampant insecurity and other natural and manmade disasters, has resulted in periodic food deficits and floods thus making Uganda one of the most food insecure countries in the world.

8.5.2 The need for security in the country has long been recognized as a precondition for improved human welfare and one of the key factors necessary for achieving all the other national goals and aspirations of Government. The widening inequality since 1997 and the increase in poverty since 2000 are partly the result of persistent insecurity in parts of the North and East. Nationally, over 5% of the population has been displaced and the effects on poverty spread beyond the distress suffered by the displaced. (Ministry of Finance, 2004)

8.5.3 Disaster preparedness and management is an area that requires strengthened interventions to reduce poverty among the most disadvantaged and vulnerable populations. The persistent phenomenon of displacement in Uganda implies that Uganda's disaster-management policy must be closely linked to issues of security and conflict resolution.

The Priority action and Core Messages for Security, Conflict Resolution and Disaster Management are:

Table Viii: Priority Actions & core messages for Security, Conflict Resolution & Disaster Management (Examples)

Key Messages	Policies & Programs	Issues & Mitigation	Audiences	Tools & Tactics
Government is strengthening national peace, security and reconciliation	• Uganda is a signatory to international agreements • Disarmament of armed persons • Amnesty Act	• Post conflict trauma and psycho-social management • Enforcing ban on cluster ammunitions and de-mining • Disarmament program • Integration of ex-service men	• Ex-service men • Opinion leaders • International Community • Civil Society • General public	• Ministerial policy frameworks • Field visits • Mass Media
Government shifting emphasis to post conflict recovery, rehabilitation and Disaster Management	• PRDP • Luweero Triangle Ministry • NUSAF 1 and 2 (among other initiatives)	• Strengthen multi-sector coordination of disaster management recovery systems • Enhance the monitoring of national and international supported recovery programs and activities • Establish a disaster Management policy	• Returnees • Development partners • Civil Society • Citizens	• Documentaries • Press briefs
Government is enhancing its capacity to respond to and	• Food aid and relief management	• Enhance resource mobilisation for	• Returnees • Development partners	**Same as above**

| | • Department for rehabilitation of Northern Uganda
• Department of Disaster preparedness and Refugee Management | affirmative interventions

• Strengthen civil military relations | • Civil Society
• Citizens | |
| manage disasters | | | | |
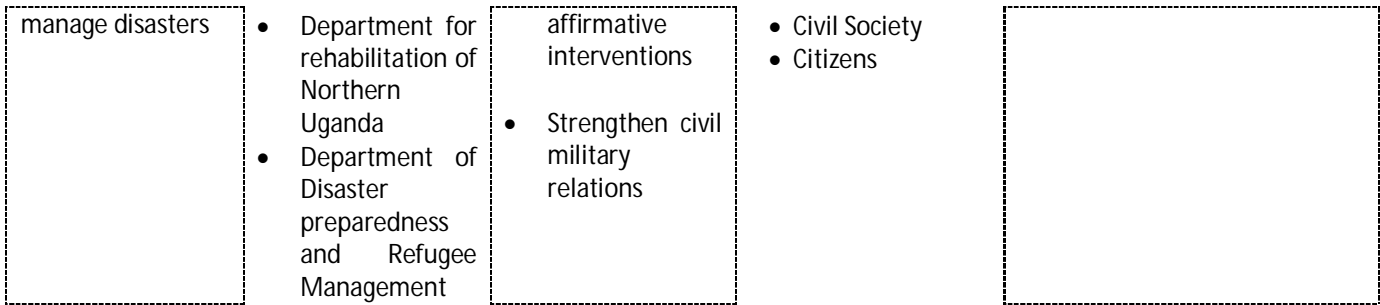
8.6   Good Governance

8.6.1   Good governance is a principle of international law which has emerged as a dimensional concept that covers all aspects of the exercise of authority by formal and informal institutions. The National Programme and Action Plan on Democratic Governance defines good governance as the efficient, effective and accountable exercise of political, administrative and managerial authority to achieve society's objectives, including the welfare of the whole population, sustainable development and personal freedom.

8.6.2   It is generally agreed that good governance implies democracy; respect for human rights; non-sectarian government; a legal system that is accessible, just and not too slow or costly; transparent, **efficient, accessible and affordable Government; a competent and adequately remunerated public** service; a strong sense of partnership between Government and other agents; and a positive contribution to international peace and security. The Priority action and Core Messages for Good Governance are:-

Table ix: Priority Actions and Core Messages for Good Governance (Examples)

Key Messages	Policies & Programs	Issues & Mitigation	Audiences	Tools & Tactics
Good governance as a pre-requisite for Uganda's development	• Legislation	• Establishment of independent institutions that serve as watch dogs	• Parliament • Judiciary • Civil Society • Political parties • Citizens • Electoral Commission	• Civic Education
Power belongs to the people	• Regular elections	• Emancipation of marginalised groups • Address issues of political pluralism	• Public	Civic and voter education
Respect for Constitutionalism and rule of law Judicial		• Establishment of significant new institutions • No individual is superior to the		• Civic education • Increasing public awareness

independence		law • Ensures the existence of a just system that guarantees citizens rights		through mass media

8.7   Human Development

8.7.1   A healthy and well-educated population is both a necessary condition for development and one of the central objectives of development. In Uganda, households' economic status is linked with their health and educational status as well as their social capital (Ministry of Finance, 2004). The status of health and education also affect the overall rate of economic growth. Therefore, the Priority actions and Core Messages for Human Development are:

Tables X: Priority Actions and Core messages for Human Development (Examples)

HEALTH:

Messages	Policies & Programs	Issues & Mitigation	Audiences	Tools & Tactics
Government continues to provide the Minimum Health Care Package to promote the Health and wellbeing of all Ugandans.	• Health Promotion on Disease Prevention and Community Health Initiatives including epidemic and disaster preparedness and response • Maternal and Child Health • Prevention Management and Control of communicable and non communicable diseases.	• Developing and equipping health infrastructure • Developing and deploying adequate human resource • Strengthening multi sector collaboration. • Building partnership with CSO and Private Sector. • Ensuring adequate supplies, drugs and vaccines • Strengthen management and leadership • Promoting	• Citizens • CSO, CBOs • Development partners • Local and National leaders • Mass media • Parliament • Health institutions • Cultural leaders • Opinion leaders • Schools • Women & Youth organizations	• Health Education • Increasing public awareness through mass media • Press briefings • Film shows • Dialogue meetings with leaders and stakeholders • Filed visit • State of Nation Address • Websites • Newsletters • Budget consultative

		community participation and Empowerment. • Strengthening support supervision, Monitoring and Evaluation.		process • Radio & Tv talk shows

EDUCATION:

Messages	Policies & Programs	Issues & Mitigation	Audiences	Tools & Tactics
Government continues to ensure education for all	•Universal Primary and Secondary Education	• Development of a national Human resources base for transformation and modernisation	• Citizens • Development partners • Local and National leaders	• Increasing public awareness through mass media • Press briefings • Film shows • Dialogue meetings with leaders and stakeholders • Filed visit • State of National address • Websites • Newsletters • Budget consultative process • Radio & Tv talk shows
Adopting of global and social policies on development goals	• Implementing access to clean water	• To bridge the gap of the disparities		**Same as above**

WATER AND SANITATION

Messages	Policies & Programs	Issues & Mitigation	Audiences	Tools & Tactics
Government continues to provide safe water supply in rural and urban areas	• Construct, maintain and operate water supply systems	• Increase water access from 63 to 77% in rural areas, 70 to 100% for urban areas by 2015, • Improved	• Citizens • Development partners • Local and National leaders	• Press briefings Public gatherings • Print media • Televised programming • Campaigns
Improved Sanitation in rural and urban areas	• Promoting good sanitation and hygiene practices nationwide	• Prioritise sanitation issues • Strengthen health inspection function • Promote ecological sanitation	• Citizens • Development partners • Local and National leaders	• Press briefings • Public gatherings • Print media • Televised programming • Campaigns
Provide efficient and effective water & sanitation service delivery	• Update the Water Act • Update water Policy •	• Improve policy and legal and regulatory framework • Strengthen institutional structures and systems	• Citizens • Development partners • Local and National leaders	• Public gatherings • Print media • Televised programming • Campaigns

SOCIAL DEVELOPMENT SECTOR

Messages	Policies & Programs	Issues & Mitigation	Audiences	Tools & Tactics
Government develop nature national values that promote	• Develop a set of national values • Establish a national value system	• Foster national Unity • Patriotism • Positive	• Citizens • Development partners • Local and	• Press briefings • Public gatherings

development	policy • Institute national service program • Promote the adoption and usage of Kiswahili as a second national language	attitudes • Ethics and integrity	National leaders	• Print media • Televised programming • Water and sanitation day campaigns
Promote Uganda's positive cultural values	• Establish cultural centres • Develop local film industry • Promote indigenous knowledge • Institutionalise the Copy Right Law • Develop appropriate family laws to support the family as the basic unit of stability and development	• Promote Uganda's visual arts	• Citizens • Development partners • Local and National leaders	• Press briefings • Public gatherings • Print media • Televised programming • Campaigns
Promote social protection measures	• Harmonise provision of social protection measures in the country	• Establish a social protection policy	• Citizens • Development partners • Local and National leaders	• Press briefings • Public gatherings • Print media • Televised programming • Campaigns
Government to continue to promote equality and empowerment of women and men	• Gender issues adequately mainstreamed	• A gender responsive budget • Increased women participation	• Citizens • Development partners • Local and National leaders	• Press briefings • Public gatherings

		• Ratify domestic Bill • Reduce gender based violence		• Print media • Televised programming • Water and sanitation day campaigns
Government to continue to promote and uphold human rights	• Strengthen intuitions for promotion of human rights	• Strengthen the Equal Opportunities Commission • Empower marginalised groups	• Citizens • Development partners • Local and National leaders	• Press briefings • Public gatherings • Print media • Televised programming • Campaigns
Community participation in development	• Strengthen non-formal literacy and numeracy services • Strengthen community participation programs	• Expand FAL programs	• Citizens • Development partners • Local and National leaders	• Press briefings • Public gatherings • Print media • Televised programming • Campaigns

Table Xii Communication Strategy Implementation Matrix

Strategic objective 1. To ensure that Communication across Government are well coordinated, effectively managed and are responsive to the diverse information needs of the public.

Communication need	Activities	Tools	Audiences	Responsible person(s)	Timeframe	Output indicators	Outcome indicators
Establish a governing structure to co-ordinate and manage Communication of government policies and programs	Develop and implement a policy Communication strategy Establish structures to implement the strategy Employ/appoint personnel for implementation	Meetings, presentations, workshops, research	Cabinet, ministries, departments, (e.t.c)	Cabinet		A fully fledged Communication strategy Number of structures established Number of personnel employed/appointed	Reduction in the number of sources of Communication Fewer conflicting messages Improved responsiveness to public information needs

Strategic objective 2. To provide mechanisms for the provision of timely, accurate, clear, objective and complete information on government policies, programs, services and initiatives to citizens.

Communication need	Activities	Tools	Audiences	Responsible person(s)	Timeframe	Output indicators	Outcome indicators
Identification and establishment of channels (tools) of Communication	Clear channels of Communication identified in a multi channel approach to reach all audiences and ensure greater responsiveness A media relations plan to enhance trust and					Number of channels of Communication A media relations plan Well defined Communication responsibilities Number of staff trained in clear Communication	Improved responsiveness to public Communication needs Reduced ambiguity and conflicting Communication

	maximize the positive attributes of the media in communicating government policies							
	Defining Communication responsibilities							
	Staff training on clear Communication						Communication Strategy template developed	Improved dissemination of government policies and programs
	Institute a requirement for every substantive Cabinet submission to have a Communication Strategy to communicate policy							

Objective 3.   To identify and address Communication needs and issues routinely in the development, implementation and evaluation of policies, programs, services and initiatives.

Communication need	Activities	Tools	Audiences	Responsible person(s)	Time frame	Output indicators	Outcome indicators
To develop an environmental scan mechanism	- Developing A fully functional environmental scan framework for a enhanced government awareness of public perceptions and opinions on its policies	Opinion polls, research, Communication audit, listener-ship surveys, etc				- An established environmental scan mechanism - A functional feedback management system - A functional monitoring and evaluation system	- Increased government awareness of public opinions and attitudes - Improved capacity to manage opinions and attitudes through Communica

	and programmes

Establishing of an effective feedback management mechanism to capture public views and as a means of ensuring enhanced public participation in the Communicatio n process

- Forming a monitoring and evaluation system to ensure efficiency and effectiveness of message delivery on government policies | | | | | | tion |

Strategic objective 4. To provide a framework to enable public servants communicate easily with the public on policies, programs, services and initiatives they are familiar with and for which they have responsibility.

Communic ation need	Activities	Tools	Audiences	Responsibl e person(s)	Timeframe	Output indicators	Outcome indicators
Review the regulatory framework on Communic ation to ease Communic ation on governmen t policies	Enactment of a government policy Communication strategy as a platform for a coordinated approach to government Communication

- harmonization of the legal framework on | | | | | **-** A functioning policy Communication strategy
- Revised legal framework to facilitate easier information flow | |

access to information (Official Secrets Act/Access to Information Act, e.t.c.) to ease Communication flow between public servants, the media and the general public					

9:0   MEASURING AND REPORTING RESULTS

9.1   Developing the Plan

Consistent with the overall framework for monitoring and evaluation in Government, the Directorate of Information and National Guidance in collaboration with the Cabinet Secretariat and the Uganda Media Centre will over the medium term lead a process to develop a Monitoring and Evaluation Mechanism that will assess the performance of the Communication function against set targets, roles and responsibilities for the different implementing agencies.

9.2   Guiding Principles

1. *Coordinated Government:* to ensure the realisation of the set objectives of order, discipline and harmony in the Government Communication function

2. *Collaboration and Networking:* Government Ministries, Departments, Agencies and Local Governments working together to achieve the information needs of the public

3. *A Sector Wide Approach:* using the existing Sector groups to facilitate sector collaboration, coordination and public-private partnerships.

4. *Results:* promoting a positive image of the Government and country and fostering a shared understanding of the national vision.

5. *National Crisis:* The Uganda Media Centre shall undertake periodic monitoring and evaluation of the Communication events on behalf of the National Crisis Communication Team.

Table xiii: Responsibility Centres and Key Results Areas (KRAs)

Levels of M&E	Centres	Responsibilities	Key result areas
1.	**OFFICE OF THE PRIME MINISTER**		
1.1	Directorate of Information and National Guidance	Champion the strategy and oversee its implementation across Government to ensure effective coordination of government Communication and established Communication structures To provide policy and regulatory guidelines for the Communication function across Government To Monitor the performance of and facilitate the evaluation of the Communication function across Government Engage the media to promote a positive image of Government	• Implementation of Government Communication strategy facilitated • Long term Strategic planning and budgeting for the Communication function facilitated • Mapping out core Communication priorities for the Government facilitated • Key messages developed in liaison with MDAs and Local governments • Policy decisions to Ministries communicated • M&E strategy developed • Media sector regulated • Media and information policy formulated and implement • Implementation of the Access to Information Act coordinated • Network of Communication officers/Units in MDAs & Local Governments established • Training strategy in Communication and information function developed and conducted • MDAs capacity to monitor the Communication function provided • M&E of Communication function integrated into the national M&E strategy • Media relations plan development and implementation coordinated
1.2	Uganda Media Centre	Provide media platform for Communication for Government	• Ensuring consistent provision of media platform for Government key messages in collaboration with government Spokesperson • Logistics for media briefings facilitated • Timely information sharing with the Government spokesperson (Minister of ING) and Local Governments provided • Media monitored • Media Press conferences, Briefings and press releases & statements issued in coordination with DING • Emerging Issues identified and forwarded to Government Spokesperson (Minister of ING) • Short term strategic planning undertaken

Levels of M&E	Centres	Responsibilities	Key result areas
			▪ Research and information gathering conducted and accessed to Government Spokesperson (Minister of ING) ▪ M&E strategy implemented
2.	**OFFICE OF THE PRESIDENT**		
2.1	Cabinet Secretariat	Champion the integration of Communication function into policy development processes and oversee its planning and implementation across Government.	▪ Integrating Communication plan in the policy process facilitated ▪ Collaborated mapping out core Communication priorities within Government policies facilitated. ▪ Policy decisions to Ministries communicated ▪ Information communication as a cross cutting issue in Government Mainstreamed at policy level
3.	**MINISTRY OF PUBLIC SERVICE**		
		To provide technical support to the development of the Communication function across Government	▪ Functional Communication institutional infrastructure monitored and assessed
4.	**LINE MINISTRIES/MDAS**		
		Implementing the Communication function at sector and ministry level	▪ Sector and ministry specific research and information gathering conducted ▪ Communication material for the Ministry, Department or Agency developed ▪ Publicity at sector/Ministry events facilitated ▪ Sector media Communication materials and Government messages submitted to coordinating centres ▪ Information and interactive website and intranet maintained ▪ Internal newsletter maintained ▪ Ministry Guest Relations, Protocol and Events managed ▪ Access to Information Requests and releases of information communicated to coordinating centres ▪ Policy Communication integrated into sector policies, programmes and projects
5.	**MINISTRY OF LOCAL GOVERNMENT**		
		Provide linkage for the central agencies to the LGs in the implementation of the Communication Strategy?	▪ Communication strategy aligned to the decentralisation process ▪ Capacity building for LG to manage the Communication function provided ▪ Infrastructure, tooling and recruitment of Communication personnel at the local

Levels of M&E	Centres	Responsibilities	Key result areas
			Governments facilitated • Communication function at the local Government monitored and evaluated
6.	**LOCAL GOVERNMENTS**		
		Implement the Communication function at the local Government level	• Sector and ministry specific research and information gathering conducted • Communication material for the Ministry, Department or Agency developed • Publicity at sector/Ministry events facilitated • Sector media Communication materials and Government messages submitted to coordinating centres • Information and interactive website and intranet maintained • Internal newsletter maintained • Ministry Guest Relations, Protocol and Events managed • Access to Information Requests and releases of information communicated to coordinating centres • Policy Communication integrated into sector policies, programmes and projects