THE REPUBLIC OF UGANDA
Ministry Of Gender, Labour
& Social Development

National Social Protection Communication and Advocacy Strategy

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Contents

Acronyms

CSO	Civil Society Organisation
CSSP	Child Sensitive Social Protection Programme
DLG	District Local Government
ESP	Expanding Social Protection Programme
GoU	overnment of Uganda
MDA	Ministries, Departments, Agencies (of Government)
MGLSD	Ministry of Gender, Labour and Social Development
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoPS	Ministry of Public Service
NDP	National Development Plan
NPA	National Planning Authority
NIRA	National Identification and Registration Authority
NSPS	National Social Protection Strategy
NSPP	National Social Protection Policy
NUSAF	Northern Uganda Social Action Fund
OPM	Office of the Prime Minister (of Uganda)
SAGE	Social Assistance Grants for Empowerment
SMART	Specific, Measurable, Achievable, Realistic, Timebound
TWG	Technical Working Group (Communications and Advocacy)
TORs	Terms of Reference
UN	United Nations
UN WFP	United Nations World Food Programme
URBRA	Uganda Retirement Benefits Regulatory Authority

The Ministry of Gender, Labour, and Social Development (MGLSD) has been at the forefront of overseeing the implementation of social development initiatives in Uganda, including social protection.

AGGREY DAVID KIBENGE
Permanent Secretary

The development of the National Social Protection Policy in 2015 defined the Country's trajectory towards the establishment of a comprehensive social protection system as laid out under the two pillars: 1) Social Security and 2) Social Care and Support Services.

Over the years, the Government has worked with other partners to implement several social protection interventions, such as: the Senior Citizens Grant; the Child Sensitive Social Protection Programme (CSSP); the Development Response to Development Impact Project (DRDIP); the Labour Intensive Public Works Programmes, among others. The MGLSD is also taking part in the establishment of other interventions like the Public Service Pension Reforms and the National Health Insurance Scheme.

It is worth mentioning that several communication strategies have been developed to support the implementation of specific Social Protection interventions. However, in a bid to streamline social protection communication and advocacy in the Country, the MGLSD has developed the National Social Protection and Advocacy Strategy. Communication and Advocacy are central to the achievement of the Country's social protection goals, efficiency in the implementation of programmes, as well as raising the social protection profile, and influencing policy and decision-making.

It is envisioned that the Communication and Advocacy Strategy will support the National Social Protection Policy and the National Social Protection Strategy to achieve their intended goals while creating broader public understanding and support for social protection systems and programmes among key stakeholders in Uganda. The strategy also seeks to make communications and advocacy tools more effective in delivering social protection messages in the Country.

I am hopeful that the implementation of this Strategy will increase public awareness of what social protection entails as well as provide visibility of Uganda's social protection system and programmes. I urge all social protection implementing agencies and institutions to benchmark the Strategy as they plan and execute their specific communication and advocacy activities.

ACKNOWLEDGEMENT

> *The MGLSD appreciates the contribution of different stakeholders who participated in developing the national Social Protection Communication and Advocacy Strategy.*

1.0 Introduction, Background Context

1.1 Introduction

The Ministry of Gender, Labour, and Social Development (MGLSD) is the lead agency of the Government of Uganda (GoU) in social development – including social protection. The Ministry is working towards the promotion, coordination, and harmonization of social protection in the country, hence expanding the number of people benefiting from social protection programmes while at the same time ensuring that beneficiaries of those programmes effectively access them – through demanding for them, awareness of procedures, their rights and that they successfully benefit from the interventions.

Although a few communications strategies and plans have been developed to support the implementation of specific social protection programmes and interventions in the country, the MGLSD, for the first time, is developing a sub-sector-wide (social protection) communications and advocacy strategy. Communications and advocacy are central to the achievement of the country's social protection goals – by creating efficiency in the implementation of programmes, raising the profile of issues, and therefore their acceptability and favourable decision-making at high government levels, influencing the upstream (policy/national social protection discourse) and downstream (programme implementation level), ensuring a good understanding of interventions amongst beneficiaries and their ecosystem.

A strategy is important as it provides guiding principles (issues, approaches, tools, messages, target audiences) for communications and advocacy for social protection. It is in this context that the MGLSD, with support from the United Nations World Food Programme (UNWFP), developed this National Social Protection Communication and Advocacy Strategy for Uganda. This strategy, therefore, provides an overarching framework and guidelines on what, how, why, to who, and when to communicate and advocate social protection in the country.

The Strategy sets the national context of issues/the challenge to be addressed. It establishes the purpose, goal, and objectives to be achieved from the strategy and proposes an approach/architecture for communicating social protection in Uganda. It specifies the target audiences - their needs, suitable communication channel mixes to reach them, key messages, and means of measuring impacts.

While the 'owner' of this Strategy is the MGLSD, it is designed for all actors and stakeholders in the social protection space in the country. Every actor will be able to

anchor their communications and advocacy – whether downstream (to their specific beneficiaries) or upstream (policy influencing level), on this strategy. By providing this anchor to all social protection communications in the country, it enables all actors to read from the same script and in such a manner that they are complementary both to each other and also to the wider national social protection agenda.

1.2 Background

The GoU is working towards establishing a comprehensive national social protection system for the country. Towards these efforts, the MGLSD established and approved the National Social Protection Policy (NSPP) in 2015. The Policy defines Uganda's social protection system as comprising two pillars: i) social security and ii) social care and support services. In addition, the National Development Plan (NDP III) – 2020/21- 2024/25 recognizes the strategic role that social protection plays in contributing to Human Capital Development, one of the strategic programs of the GoU. The NDP III, as well as its Programme Implementation Action Plan (PIAP), highlight specific social protection strategies and targets under the Human Capital Development Programme. On its part, the MGLSD has set targets and strategies for achieving social protection in its Strategic Plan 2020/21-2024/25. The MGLSD has further developed the National Social Protection Strategy 2023-2028, which articulates the GoU's priorities in social protection over the period.

In pursuit of the NSPP, the MGLSD, and other partners have developed and are implementing various social protection interventions. For example, the MGLSD, Office of the Prime Minister (OPM), in partnership with the UNWFP and United Nations Children's Fund (UNICEF), is implementing the Child Sensitive Social Protection Programme (CSSP) among refugees and host communities in the West Nile sub-region - the districts of Koboko, Yumbe, Adjumani, Moyo, Obongi, Madi-Okollo, Terego and Arua.

The MGLSD is also implementing the Senior Citizens Grants under the Social Assistance Grants for Empowerment (SAGE), which provides regular cash grants to older persons aged 80 years and above in all districts of the country. Other interventions in the Office of the Prime Minister, with support from the World Bank, include the Development Response to Development Impact Project (DRDIP) that targets the needs of refugee hosting communities in West Nile and Southwestern Uganda. A few other social protection interventions/reforms are either under implementation or being planned by the Government or other non-government actors and stakeholders. Some of these include the Public Service Pension Reforms and the National Health Insurance Scheme, among others.

1.3 The Context: The Case for Communication and Advocacy for Social Protection

In Uganda, social protection has a unique context in which it is emerging and evolving. This context is shaped by various factors. It is this context that the communication and advocacy strategy must respond to. Below is a brief analysis of this context that helps to situate the proposed communication and advocacy strategy in the local circumstances.

History of social protection

The idea of social protection is relatively new in Uganda[1]. The first law related to formal social protection in the country was enacted in 1967 as the Social Security Act No.21, which put in place the Public Service Pension Scheme.[2] The National Social Security Act 1985 extended social security to the private sector workers 20 years later. For many years, social security (protection) was a preserve of formal workers – while the unemployed and informal workers were left to the designs of informal family, clan, or group-based 'social security' systems. It was only in 2010 that the MGLSD led a more comprehensive discourse on social protection, leading to the development and approval of the National Social Protection Policy (NSPP) (2015). The Policy defines Uganda's social protection system as comprising two pillars: (i) social security and (ii) social care and support services.

The communication and advocacy challenge: Partly because of this history, social protection in Uganda (more especially social security) has been viewed as designed only for those in formal employment and for the retired. The result of this is that social protection is not well understood across the various groups of society – other than formal workers. Any attempt to extend social protection to the unemployed or those in informal employment is regarded as "handouts." This perception persists to date and stands in the way of understanding (especially among the working, formally employed elite, including Government bureaucracy) that social protection is a right for every citizen across the lifecycle. Rather, they see attempts at comprehensive social protection as rewarding 'those who did not work.' Perhaps for the same historical reasons, social protection in Uganda is largely thought to be only for the elderly/retired segment of the population.

Progress of social protection discourse

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[1] Compared to countries like Germany that passed their first social protection laws in the 1880s, or even most countries that put in place most their social protection policies following the first World War in the 1920 – International Social Security Association

[2] MGLSD, National Social Protection Strategy 2023, p.13

Over the years, following the approval of the NSPP, some progress has been made in both improving awareness and putting in place interventions that deal with the wider social protection challenges in the country. Specific social protection strategies and targets are highlighted in the NDP III as well as in the Programme Implementation Action Plan (PIAP) under the Human Capital Development Programme. Social protection is recognized as playing a strategic role in contributing to Human Capital Development in the country. Besides, the MGLSD Strategic Plan of 2020/21-2024/25 set targets and strategies for achieving social protection over the period.

The Government, through the MGLSD and other MDAs, has, over the years, working with various partners and actors, designed and implemented some social protection interventions/programmes in support of the efforts to implement the NSPP. These include SAGE, the Child Sensitive Social Protection Programme (CSSP), DRDIP, Northern Uganda Social Action Fund (NUSAF).

Communications and Advocacy challenge: Despite these efforts, understanding of social protection as defined by the policy is still low. Understanding of social protection as a need across the lifecycle of individuals is also low as more focus is placed on older persons (partly also for historical reasons outlined above). Government commitment to owning and funding social protection initiatives also remains low (even SAGE, which the Government has taken over, is not receiving 100% of its funding allocation). The numbers receiving the benefits equally remain low. In the case of SAGE, not only has the amount of money beneficiaries receive remained the same for over a decade, but the age limit of 80 years is high for Uganda's population that has only 5.2% of its population above 60 years.

This high age limit has kept the numbers of those benefiting from the intervention low, and therefore, the impact has remained minimal. In addition, challenges related to effective implementation persist and hinder access by beneficiaries owing to lack of adequate knowledge/information (and, in some instances, misinformation by unscrupulous elements in the communities). But more importantly, despite the achievements registered, the MGLSD remains acutely cognizant of the persistent and existing challenges. For example, the stubborn and complex poverty and vulnerability profile in the Ugandan population calls for more robust and comprehensive social protection interventions and, therefore, more Government commitment and ownership. Moreover, the various interventions remain uncoordinated and not harmonized with the spirit of the NSSP. This fragmentation of social protection interventions breeds inefficiencies and ineffectiveness and therefore calls for strengthening, consolidation, alignment, and harmonization across different Government Ministries, Departments, Agencies (MDAs), and non-state actors as well as to speak to and from one system script.

Political economy (local and international) and social protection

A few studies have been conducted on Uganda's political economy, particularly on political decision-making and the fiscal space. All analyses on decision-making processes point to four power centres that are critical in influencing budget decisions: the President, Cabinet, Parliament, and the Ministry of Finance, Planning and Economic Development.[3] Any influence on fiscal space in Uganda revolves around influencing those power points and their strategic constituent entities. A 2018 Uganda Political Economy Analysis by UNICEF[4] made the same conclusion but added that Uganda's focus is on economic transformation. It also said that there is less focus on social investment and more on selected growth and development drivers (like infrastructure). This is where the focus of the Government budgeting machinery is.

At the international level, there is a dynamic shift of political priorities every few years. Issues that occupy centre stage and therefore influence the flow of development partner resources are fluid. Today, top issues that preoccupy development partners include climate change, immigration (refugees), and disaster management, among others. There is, therefore, a shift in resources into these areas – from other would-be priorities like social protection, education, and health.

Communication and Advocacy challenge: There is need to show the power centres the link between social protection and the national priorities of growth and development. It is critical to demonstrate the place of social investment (including social protection) in growth and development. For example, social protection's contribution to human capital development and, therefore, Uganda's demographic dividend. There is need for strategic advocacy to the political economy power centres to demonstrate how social protection contributes to growth and development and how it enhances other political livelihood programmes like the Parish Development Model and *Emyooga*. This calls for a change in the script and messaging of social protection.

To tap into resources that are going into climate change from the development partners, social protection initiatives and interventions must create linkages and plug-in points for new interest areas like climate change, adaptation, and disaster management, among others. There is need to demonstrate how these plug into the national social protection agenda and programmes.

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[3] chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://library.fes.de/pdf-files/bueros/uganda/17014.pdf

[4] Available here: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.unicef.org/uganda/media/1696/file/political%20economy%20analysis.pdf

National strategic choices

In view of the national priorities and local needs, the MGLSD, as the Government's thought leader on social protection, has made strategic choices in formulating the national social protection strategy and agenda. For example, the country has elected to pursue the life cycle approach to social protection. It has also selected to define and construct its social protection system based on its local context, understanding, and needs. By this, we mean that Uganda's choice of pillars for the social protection system is designed to address poverty and vulnerability across the type of population in the country. If Uganda was an industrialized country, with most people employed in manufacturing, certainly the social protection pillars would be different. These local strategic choices are, therefore, important in the discourse on the country's social protection system.

Communication and advocacy challenge: There is need to communicate, educate, and inform stakeholders of the Lifecycle approach to social protection as the chassis of the country's social protection. There is also a need to educate the public on what the social protection system in Uganda entails so that discourse and debate take place within that context rather than making it sound like an import from elsewhere, as some people seem to perceive it – hence criticism implying that social protection encourages welfarism, which is more appropriate for developed economies.

National and International legal frameworks and commitments

Social protection is guaranteed by Uganda's Constitution as a right to citizens and as a state obligation to deliver freedoms and human rights. The Constitution makes special enjoinment to the state to provide affirmative action to disadvantaged groups, including women, children, persons with disability, the elderly, and indigenous populations/ethnic minority groups to ensure that their right to health, education, food, shelter, and clothing are not derogated. A raft of laws and policies that support social protection are in place. These include the Pensions Act, The NSSF Act, The Workers Compensation Act, the National Equal Opportunity Policy (2006), The National Disability Policy (2006), and the National Gender Policy (2007), among others.

Uganda is a signatory to various international and regional conventions on social protection, which bind the country to specific commitments and targets. These include the Universal Declaration on Human Rights, the International Convention on Economic and Cultural Rights, the Convention on the Elimination of Discrimination Against Women (CEDAW), the Convention on the Rights of Persons with Disability, and the UN Sustainable Development Goals, among others.

At the regional level, Uganda is a signatory to the Livingstone Call to Action (2006), which compels African Member States to put in place costed plans for the implementation of Direct Income Support (DIS) programmes. Uganda is also a signatory to the African Union Social Policy Framework (2008), which calls on member States to recognize that social protection is a state obligation with provisions in national legislation.

Communication and Advocacy challenge:

Social protection is taken as 'foreign' to Uganda's legislative and policy frameworks. Most of the time, it is taken as an addition to the many already existing 'burdens' to the state. This is why it is thought that social protection 'can wait' for when the fiscal space allows (unlike other state obligations like education and health services). There is need, therefore, to communicate social protection as part and parcel of the obligations and commitments that the state has already made and not as a new obligation. There is also need to position social protection as one of the priority and urgent obligations of the state with equivalent urgency and importance to education and health if Uganda is to meet its human capital development aspirations.

2.0 Strategics Framework

2.1 The Goal of the Strategy

To increase buy-in and investment in social protection.

2.2 Overall objective

The main objective of the Communications and Advocacy Strategy is to increase awareness and understanding of social protection (system and programmes) among policymakers to influence decision-making for more investment – by way of increasing funding for existing programmes, increasing the number of people benefiting from social protection programmes, and increasing programmes. It is also to strengthen citizen engagement and demand for accountable social protection services.

The stakeholders and target audiences of this strategy are multiple and varied both in nature and in the roles they play towards the achievement of the communications and advocacy objectives. For that reason, we broadly categorise them into two: The Upstream and Downstream. The Upstream are those that engage at the policy/decision-making level – comprising the central government (including MDAs), development partners, national CSOs, and others that work in the ecosystem of the central government to influence policy and decision-making at the centre. The Downstream are those at the demand and services-receiving/programme implementation side. This includes the general citizenry and beneficiaries of social protection programmes (and their ecosystem – families and communities). It also includes CSOs at the community level, partners at the local level (e.g., last mile service providers like payment agents) as well as local governments (district, sub-county, town councils, parishes, and villages) and other local leaders (cultural, religious,) at the district and last mile levels. The Downstream objectives will be the pre-occupation of the different interventions in ensuring that their beneficiaries and their eco-system understand their programmes, they are empowered to demand for services, and that they know their obligations and rights. Specific programmes will contribute to making the case Upstream by showing how their individual interventions contribute to the Upstream (policy) objectives. The MGLSD will primarily be preoccupied with achieving the Upstream objectives but will also rely on the work of the specific programmes/interventions (Downstream) to make its case (Upstream).

(a) Upstream objectives

(i) Increase awareness of policymakers (including the President, Cabinet, Parliament, MoFPED, MGLSD, and other MDAs) and influencers (civil society, media) on the country's social protection system and programming.

(ii) Increase the proportion of policy/decision makers who demonstrate goodwill for social protection by allocating more funding.

(iii) Increase awareness of stakeholders (policymakers, influencers, and others) on the contribution of social protection to the national development agenda (Human Capital Development, growth, development) and how it feeds into and is linked to other Government socio-economic transformation initiatives (improving household incomes, wealth creation, etc.)

(iv) Raise the profile of and position of social protection at the national level as a core element of the Government's growth and development agenda.

(v) Give visibility to Uganda's social protection (system and programming) locally and to peers and stakeholders at the regional and international levels.

(b) Downstream objectives

(i) Increase awareness and knowledge of social protection services/programmes at the community and beneficiary levels – to empower them to assert their rights and roles - to protect them from exploitation and abuse by deceitful elements in the communities, but also to demand for accountable social protection services.

(ii) Reduce local-level politicization of social protection services/programmes by ensuring maximum understanding of eligibility and enrolment criteria, targeting decisions among the public and political actors.

(iii) Build the profile of social protection services/programmes amongst local governments leadership and civil society, ensuring all stakeholders are aware of social protection services/programmes and their impact/benefit.

(iv) Maintain a positive image of social protection services and programmes in the DLGs and communities.

2.3 Key Assumptions/Principles underlying the strategy

- **Coordination:** Under this strategy, communications and advocacy by all social protection programmes and interventions in the country will be done

in a coordinated and harmonised manner through shared messaging and platforms.

- **Role of the MGLSD**: This strategy assumes that the MGLSD is the principal leader for social protection on behalf of the GoU and, therefore, its custodian. While the 'owner' of this strategy is the MGLSD, it is designed with all actors and stakeholders in the social protection space in the country in mind. Every actor will be able to plan, or at least anchor, their communications and advocacy – whether downstream (to their specific beneficiaries) or upstream (policy influencing level) on this strategy. This will be done in such a manner that they are all reading from the same script and are complementary both to each other and in contributing to the wider national social protection agenda. The Expanding Social Protection Programme Management Unit (ESP PMU) will, on behalf of the MGLSD, provide the secretariat for the strategy. As such ESP PMU, working under the commissioner responsible for social protection in MGLSD, will be responsible for implementation as well as measuring progress and reporting on the strategy. Communication strategies and plans for the individual social protection interventions will refer to this strategy and demonstrate their own contribution to the wider social protection communications and advocacy, beyond their specific work. The Technical Working Group (TWG) constituted to oversee the development of this strategy may be retained as the implementation and coordination structure for execution and oversight of the strategy. The TWG may be chaired by the officer responsible for communications and advocacy at ESP PMU. One of the functions of the TWG shall be to track progress on coordination, harmonization, and contribution of the intervention-specific communications to the wider strategy, and to support individual interventions with their own communications. The UN Communications Group (UNCG) which brings together communications officers from different UN agencies may be a good model to emulate. Under the UNCG, communications officers from various UN Agencies come together (meet regularly/monthly) to share common UN wide communication agenda and activities, but also to coordinate individual agency communications efforts, with the rest of the other agencies.

- **The Strategy as a Flexible, Adaptable Guide:** This strategy is conceived as a guide and the overarching reference for the different intervention implementers, which may also require dedicated communications strategies according to their own circumstances, objective realities, and

thematic orientation. Social protection in Uganda is emerging and developing quite fast. This strategy shall be revised and updated regularly – if possible after every two years, to capture emerging developments, ever-evolving needs, innovations, best practices, and even technology.

- **Strength of Leverage:** The strategy is built on the strength of leverage, partnership, linkages, and institutional collaborations. The idea is that every actor/stakeholder needs to create space and opportunities for leverage and collaboration with other actors in their communications. For example, any entity planning a communications activity, such as a radio talk show or a publication like a newsletter, should invite other actors to contribute/participate not only to bring about 'completeness' of social protection but also to create a sense/practice of harmonisation, and coordination. In the same vein, this strategy proposes that all social protection actors explore avenues and opportunities within GoU, MDAs, other partners, and actors to leverage to achieve the set goals and objectives. Efforts should be made to maximize the impacts of investment through shared effort/platform - visibly concerted efforts bringing together the stakeholders (e.g. speaking together, addressing a press conference together) create a sense of system, harmony, and coordination.

- **Thought and knowledge leadership:** The strategy assumes that the MGLSD and the other actors in the social protection space under this strategy will play the role of thought leaders namely, curating and disseminating evidence, new knowledge/research, new analyses, new impacts, successes, learning. on social protection as a core element (content) for improving awareness and support. The strategy will rely on knowledge documented from the various interventions. Whatever knowledge product is developed by any actor must take into consideration latest knowledge management practices and tools, if it is to be successfully consumed and impact today's audiences. As such, as part of the communications, curating knowledge from the various social protection players and actors in the country should be an essential element. Tools for curating knowledge are some of the tools/channels proposed under this strategy.

- **Three dimensions of Communications:** This Strategy also assumes and is cognisant of the three dimensions of communications that every actor in social protection in Uganda today needs to do. These are downstream and upstream (as elaborated (in section 3.2) communications. All programmes besides, communicating to their beneficiaries, also have a duty/role to

contribute to advancing and advocating for social protection at the policy/decision-making level (The President, Cabinet, Parliament, Ministry of Finance and others). The third dimension is the horizontal one; ensuring that each intervention/programme/actor/player must complement/enhance other programmes/interventions rather than contradict them. Every actor should communicate their complementarity to the next intervention/programme.

- **Inclusion:** Under this strategy, at every stage of implementation, care must be made to ensure that the selected channels and content is sensitive to inclusion to ensure that no one is excluded. Persons with visual, hearing and other (historical, geographical, ethnic, etc.) access challenges are not left out. The selection of channel mixes will be made in such a way that they are cognisant of persons with visual and aural impairments. The language used in the communications should be gender and diversity-sensitive to include persons with disability and other vulnerable groups.

3.0 Communicating Social Protection
(A SWOT Analysis)

Strengths

- The existence of the Policy and Policy framework is useful for this strategy because social protection is well-defined, and implementation principles are clear – a good starting framework for advocacy and communications.

- The sub-sector is already attracting funding from which this strategy may gain some resources.

- Uganda has some human resource capacity built: several people have been trained and/or have gained hands-on experience in implementing social protection (technical expertise built (SP practitioners/community of experts).

- There is a fair appreciation of social protection in the country, and political traction in Parliament has been gained. There is some media interest in social protection that will be leveraged.

- Social protection is already embedded in key government budgeting and planning frameworks MTEF and NDP – a good foundation for advocacy.

Weaknesses

- Specific programmes, e.g. SAGE/Senior Citizens Granst (SCG), have gained high visibility but reinforce the wrong perceptions that social protection is only about older persons.

- The programmatic approach to social protection pales the comprehensive (Lifecycle) approach.

- Specific interventions SAGE/SCG have better goodwill (Parliament, Cabinet, MOFPED) than the wider social protection, and funding to SCG is misleadingly referenced as financing for social protection in general.

- Social protection is not mainstreamed into MGLSD structure (spread across different commissioners – children and youth, Disability, Women, etc.)

Opportunities

- Current government priorities and development agenda
- District local Government infrastructure and structures not yet fully engaged (councils and councillors, technical, Programme sector approach (Human Capital Development Programme), GoU structures and institutions (Media Centre, GOU Communications officers, are all good opportunities).
- In Parliament, it is easy to transition MPS from just SAGE to support the wider social protection/lifecycle approach.
- There is evidence from various social protection interventions, studies, data, and quality results from existing interventions on the role of SP in human capital development, food security, employment, etc.
- The success and impact of interventions like CSSP, SCG, and DRDIP are good examples to leverage to communicate wider social protection.
- Strong development partner presence in the social protection sector; their financing, expertise, global networks, and resources provide a huge opportunity for social protection in Uganda in general, but also for communications and advocacy.

Threats

- Dwindling international financing and stretched national resources affect the allocation of funds and budget decisions on social protection, including communications and advocacy.

- Shifting international agenda sometimes doesn't allow local systems to mature.

- Different social protection Programmes are located in different MDAs, creating compartmentalization into specific dockets which is a barrier to cross-intervention communication versatility.

4.0 Target Audience Map and Analysis

To effectively engage, communicate to and impact target audiences and get them to take the required action, it is important that they are clearly mapped, identified and profiled. It is equally important that their stake/interest in the country's social protection system/programmes, level of influence, and who they relate with in the social protection ecosystem, are well profiled.

Below is the analysis of the stakeholders for social protection.

	HIGH INFLUENCE	**LOW INFLUENCE**
HIGH IMPACT **LOW IMPACT**	**E N G A G E C L O S E L Y** • **The President of Uganda** • Cabinet – including Vice President, Prime Minister and Cabinet Ministers • **Ministry of Finance, Planning and Economic Development** – special focus on: PSST, Macroeconomics, Economic Policy Research Departments, Climate Change Unit. **Other Ministries** – MGLSD, OPM – focus on PM, Deputy PMs, Chief Whip, Ministers – Disaster, Regions, M&E, DRM, Refugees, Ministry of Public Service, Ministry of Health, Ministry of Local Government, Ministry of Agriculture, Animal Industry and Fisheries. **Parliament-** focus on the Speakers, members of the Forum on SP, members of other forums (Children, Climate Change, women), all MPs. **Development Partners:** Multi-lateral (UN, UNWFP, UNICEF, ILO, EU, ADB,) and bi-lateral/ development agencies – (SIDA, FCDO, Ireland, etc).	• **Beneficiaries of various social protection programmes and services** • **Various social protection interventions Implementing agencies –** CSSP, ESP/PMU, DRDIP, etc • **Programme beneficiaries** - SAGE, CSSP, DRDIP, etc. • **Cultural leaders** • **Private Sector-** Federation of Uganda Employers, Uganda Manufacturers Association, various business outfits insurance companies, banks, • Media, civil society ↑ **KEEP SATISFIED**

• **National Planning Authority** • **Political -** LCV Chairpersons and Councils, Secretaries for Development/Gender, Children, Elderly, Technical leaders– CAOs, DCDOs, DHOs. **KEEP INFORMED**	• Uganda Retirement Benefits Regulatory Authority • East African Community, African Union • Religious leaders, Community leaders • General public **MONITOR**

- **Policy/Decision Makers (The President, Cabinet, Parliament, MDAs,)** – These take final decisions on Government priorities (including budget).

- I**mplementers** (MGLSD/ESP-PMU, OPM/NUSAF/DRDIP, MoPs/Pensions Reform, MOH, NHIS, Private sector actors) – these implement existing programmes or are designing new programmes, and reforms.

- **District Local Governments** (Political - LCV Chairpersons and Councils, Secretaries for Development/Gender, Children, Elderly; Technical leaders– CAOs, DCDOs,) – are responsible for implementation at the last mile (grassroots).

- **Influencers** (academia, media, CSOs, think tanks, cultural institutions/leaders, religious institutions/leaders) – influence public debate and government decisions.

- **Development Partners** (Multi-lateral and bi-lateral, development agencies – UNWFP, UN system, UNICEF, ILO; Swedish Embassy, FCDO, Ireland,) – provide funding for programmes, influence government decisions and agenda.

- **Private Sector Players** (Federation of Uganda Employers, URBRA registered provident and pensions schemes – NSSF, insurance, banking) – provide services related to social protection, and influence government decisions.

- **Regional and international Actors** (East African Community, African Union,) – Uganda holds commitments to them and monitors them.

- **Beneficiaries** (of various social protection programmes) - the receivers of social protection services must demand adequate services, know their rights and obligations.

- **General public** – amplifies public demand on issues.

5.0 Media Channels, Tools & Tactics

5.1 Media Channels/Tools, Characteristics and Tactics

The categories of audiences targeted by this strategy are multiple and varied, and thus, bear different psycho and demographic characteristics (age, media preferences, media access, life situations, experiences, tendencies, sources of information, geographical locations, among others). For that reason, for the strategy to be effective in reaching its multiple and varied audiences, a multi - and cross-media/channel approach is required. Moreover, the advent and explosion of web, digital, and social media have spun the previously predictable communications environment over its head. Yet the web-based media is itself ephemeral. Below are the proposed media channels for the execution of this strategy and their selection criteria.

5.2   Selection criteria for media

The ultimate intention in the selection of channels for communication is that they effectively and efficiently deliver the messages to the highest number of target audiences, at the least cost, with the highest impact. The channels will be selected based on:

- Coverage/reach: rural and urban

- Relevance/appropriateness to specific segments of target audiences

- Cost-effectiveness

- Accessibility (including to persons with visual and aural impairments)

- Engagement (allowing for interaction)

- Credibility and trust

5.3   Selected media tools

For purposes of this strategy, the proposed types of channels can broadly be divided into four: (i) Face to Face/Person-to-person, (ii) Legacy media (Radio, TV, Print Newspapers), (iii) Web/online/digital/social media (iv) Owned/In-house (MGLSD Helplines, community agents, publications, information communication technology (ICT)).

Medium/Channel	Key characteristics	Appropriate target
Face-to-face/Person-to-person/Event-based channels	These include conferences, seminars, meetings, workshops, barazas, and community meetings that bring the convenor and invitee together in one space – physically or virtually. Appropriate for audiences that are too busy/have limited time yet very key in decision making and may not have access to the other media. Also appropriate for audiences that lack access to the other media. Effective for creating awareness, facilitating engagements (asking questions, dealing with objections) and driving actions (specific asks to the target audience for specific action e.g. the President will be asked for a specific budget allocation action/decision after meeting with him). The disadvantage is that they are laborious (take a lot of time, effort and money), can be expensive to organize. Face-to-face/events-based communication is one of the most effective channels to reach, and empower beneficiaries and the general public to drive public demand, create awareness on rights and responsibilities at the last mile.	The President, Cabinet, MPs, senior government officials, audiences in rural communities, last mile programme beneficiaries, community leaderships social protection programme implementers, social protection partners.
Legacy media	Includes traditional conventional media - radio, TV, print newspapers, traditional advertising. These channels are most negatively affected by the recent development in web/digital and social media platforms.	
	Radio – over 80% of Ugandans (rural, urban, male, female) listened to radio at least once every day (Ipsos Media Consumption Report	Social protection programme beneficiaries; General public in both

	July 2023); According to Uganda Communications Commission (UCC), there are 309 radio stations (in 2024) spread across various districts, commanding 89% media space. **Radio remains king in Uganda:** All data sources (Ipsos, BBC Media Action, Afrobarometer) reviewed show radio remains the most used channel as the source of information in Uganda generally; Up to 80% of people surveyed said they listen to radio and or receive new information from radio, at least once a day; BBC reports - 87% of Ugandan adults said they have a working radio set of their own; 90.5% males said they listen to radio; compared to females at 68.7%. Radio was reported to be listened to at home, at the friend's/neighbour's and at work. Radio listenership leads both in rural and urban areas. New phenomenon of multi-station rather than station loyalty; people move stations depending on presenter and programmes (people listen to presenters and programmes rather than stations as was the case before); addresses illiteracy and local language challenges. Radio is also inclusive to those who have visual challenges but can hear. Radio should specifically be exploited to target empowerment of beneficiaries and the general public to drive public demand, create awareness on rights and responsibilities at the last mile.	urban and rural areas; CSOs, community leaders, Government officials, MPs, District leaders (political and technical), social protection programme implementers.
	TV – mainly an urban medium. Ipsos (2023) shows slight growth in TV viewership -mainly due to expansion of digital broadcast. 15% of people say they receive news from TV (compared to radio 85%). According to UCC, there are 30 TV stations commanding 38%	Policy makers – President, Cabinet, MPs, Government technocrats, District Local Government leaders, Influencers (NGO, academia, media)

	media space. TV broadcasts mainly in English and Luganda. There are regional (mainly online TVs) broadcasting in local Languages, Runyakitara, Luo, Ateso but are considerably small. News coverage and few TV talk shows are particularly influential. TV is inclusive for those who have hearing impairments as sign language can be used.	general public, social protection programme implementers.
	Print Newspapers: From one of the leading channels only 10 years ago, print newspapers have fallen in rating and consumption. The two leading English dailies sell under 10,000 copies combined daily. Newspapers command only 8% audience share. They, however, remain influential to politicians and policy and decision makers in government.	The President, Cabinet, MPs, MDAs/Government officials, CSO, social protection programme implementers, general public.
Web/online/social media	This is the fastest growing channel of communications, though still limited. UCC (2023) shows that 30.5 million Ugandans owned cellular phones, 13.3 million were connected to internet and 5 million on social media. This provides opportunities, but limitations as well.	Academia, media, CSOs, MPs, Government technical policy/decision makers, researchers.
	Websites – Both MGLSD and stakeholder owned (mgsld.go.ug; socialprotection.go.ug; opm.go.ug; health.go.ug; publicservice.go.ug; https://www.wfp.org/countries/uganda; https://www.unicef.org/uganda/, etc. provide good platforms to disseminate information/knowledge, evidence, research as well as news on SP in Uganda. They Provide good opportunities to make information available to the public, especially if the websites are optimised for searchers. Websites well-designed to be two way and engaging provide a good feedback and engagement mechanism.	Academia, media, CSOs, MPs, Government technical policy/decision makers, researchers.
	Blogs/Vlogs – social protection in Uganda	Academia, media, CSOs,

20	specific blog or owned by partners or even external bloggers online publications/newspapers/magazines. Each implementer is encouraged to produce short videos that can be used on various YouTube channels and shared on social media – on their work – evidence, impacts, processes.	MPs, Government technical policy/decision makers, researchers, general public.
	Podcasts – by authorities on different aspects of social protection; released in series based on agreed themes/topics.	Academia, media, CSOs, MPs, researchers, general public.
	Wiki – an open repository of information. Create a wiki for social protection in Uganda where only members (actors and stakeholders can post) but available for the wider public to read.	General public, Academia, media, CSOs, MPs, Government technical policy/decision makers, researchers.
	Social media (X, Facebook, WhatsApp, YouTube,) – create robust accounts for social protection in Uganda; also accounts of implementers (e.g. ESP); develop a social media plan/campaign from time to time; use social media influencers – some have up to 1 million followers on Twitter alone. A few of such influencers should be identified and given pre-prepared messages/materials that they post (and moderate ensuing debates) at agreed intervals. Such influencers can also be used to host Twitter spaces where facilitated discussions on selected social protection topics and themes can be done.	The President, Cabinet, MPs, Government technocrats, Influencers (CSO, academia, media,), District officials, general public, social protection programme implementers,
Publications – paper and digital	Targeted knowledge products – policy briefs, public information publications brochures, newsletters, annual reports.	The President, Cabinet, MPs, Government technocrats, Influencers (CSO, academia, media), District officials, public, social protection programme implementers

5.4 Tactics (How channels reach the target audience)

I. Face to face/Person to person Channels

(a) **Target Audiences:** The President, cabinet, MPs, and senior government officials. Also: Audiences in rural communities, last-mile programme beneficiaries, community leaders, and social partners. Notably, last-mile audiences (including beneficiaries of social protection programmes are some of the most vulnerable. For example, an assessment by the ESP PMU in 2019 showed that over 80% of SAGE beneficiaries have one or other form of impairment (hearing, sight, etc.). This means they have severe barriers to accessing information. Besides, the last mile is typically the most disadvantaged place with high illiteracy and inadequate technological penetration (internet, TV), posing specific challenges in accessing information. Specific interventions will have to be considered, including well-planned events specifically for the last mile, where inclusion is a key consideration – through local language translations, sign language interpretations, and other tools.

(b) Approach:

- Generate a calendar of key strategic meetings/opportunities/events to be undertaken annually targeting specific target audiences (note these are not operational/implementation events but targeted advocacy/informational/engagement events for the target audience named above.

  (i) **President:** Meetings to target - President's Economic Commission (NPA), District Chairpersons – Uganda Local Governments Association (ULGA), NRM Caucus, Parliament Forum on Social Protection.

  (ii) **Members of Parliament:** This can be planned by the Parliament Forum on Social Protection.

  (iii) **Cabinet:** Briefing cabinet meetings on agreed timelines (every quarter), providing information papers on social protection – (this activity can be designated to a Cabinet Champion – Cabinet member/Minister) to conduct and provide updates/reports.

  (iv) **Beneficiary community and the general public in programme areas** - Barazas, community meetings (could be sourced out to social protection partners (CSOs, NGOs) to conduct and report.

- **Generate a clear agenda**, expected outputs, and outcomes/results from these meetings/engagements.

- Prepare robust, engaging information materials – PowerPoint presentations, briefing papers, and short videos.

- Execute, evaluate, improve.

II. **Legacy media**

    (i)   Radio

(a) Target Audience - Upstream: MPs, Government technocrats, academia, social partners, social protection programme implementers, public; **Downstream:** Programme beneficiaries, the general public, local social protection partners, community leaders, and district leaders (political and technical).

(b) Approach

- Radio remains the biggest legacy media that many Ugandans (in both urban and rural areas) still use to access information. However, for factors and reasons discussed in the table above, it needs to be deployed carefully and with consideration of emerging listenership tendencies and trends - multi-stationing and following programmes and presenters rather than radio loyalty.

- Radio engagement/buy should no longer be based on general listenership numbers but rather on which presenter and which programme attracts the highest listenership to the radio station.

- Programming, i.e., spot messaging, guest appearances, skits, and others should be planned around such programmes and presenters to tap into their captive audience.

- Rather than focus spending/engagement on one radio station (ostensibly with high listenership), it is advisable to spread the spending/budget across identified popular programmes and presenters in different radio stations. The selection of these preferred programmes and the presenters should be aware of demographic differences and, therefore, inclusion, i.e., gender, age, disability, etc. Women's programme preferences and times for listening to the radio are most of the time different from those of men, same with youth, and other specific categories.

- Radio activity planned around these spots – including DJ mentions (concerned presenters to be well briefed so they can speak to the issues naturally), question and answer (Q&A) of key people, radio skits, and PSAs should all be built around these spots.

- This should deal with the issue of multi-stationing and proliferation of radio, but also make use of radio more effective, compared to approaches that were used ten years ago (when station loyalty was high).

- Radio should be used strategically – with, ideally, an elaborate work plan (annual/quarterly), each with clear messages, clear target audiences, clear expected results.

- Like in all media platforms – because of the competition for attention by different media platforms and the huge amounts of information out there contending for the listener/reader, it is important that content (including radio) is engaging, easy, and fast to consume.

- Measuring radio impact: The best ways to measure radio impact to date remains media monitoring reports - ideally a third-party monitoring agency. This measures audience reach. Where it is not possible to engage an independent third party for monitoring, then radio traffic reports Jazler/broadcast reports can be used.

A dedicated audience survey should ideally be undertaken. Other anecdotal techniques, e.g., analysis of feedback such as call-ins, can also be done.

(ii)   Television

(a) Target Audience: Policymakers – President, Cabinet, MPs, Government technocrats, District Local Government leaders, NGO, academia, media, public, social protection programme implementers.

(b) Approach:

- TV remains an important medium for the urban, educated, and influential populations. This includes the President, Cabinet, MPs, Government technical policy/decision makers, and influencers (CSO, various community leaders). It is limited in reach, but it reaches the most influential segment of society.

- TV remains pretty much the same in its offerings: news, talk shows, Q&A, and specific programmes (political, business, social, entertainment, etc.)

- According to both the Reuters Digital News Report[5] and TechReport[6] (one of the most credible research/reviews on the nexus between technology, media, and news), one of the main changes in TV is the increasing shift to online broadcasting and consumption of content; many more people (especially younger audiences) watch TV online/streaming (Using their phones, Tablets, Laptops and desktops) than on the silver screen, i.e. people now look out for personalized, interactive and convenient content – people want to watch on their terms, not on the terms of the TV station/content provider (not sitting in front of the screen for hours to watch whatever the TV station puts on the screen (programme) but people want to search and watch what they want at any particular time.

- This means that TV content has a longer shelf life as people go back and search on YouTube every time they want to watch again. There is also increasing integration of TV and social media. Most TV content is discovered on social media, and then the viewer tracks backward to the TV page to watch the content.

- TV content, therefore, needs to be made with a long life span (timelessness) in mind rather than short time-specific content. Content also needs to be made with social media in mind (size and length).

- TV content/Video is potentially one of the biggest new impactful avenues for communication. Both The Reuters Reports and TechReport show that consumption of short video content is one of the fastest growing but also most preferred.

- To maximize TV – a plan should be developed for news coverage, Q&A, talk show participation, and pitching content into popular community programmes already broadcast by most TV stations (UBC TV, NBS TV, NTV)

(iii) Newspapers

(a) Target Audience: Policy makers – President, Cabinet, MPs, Government technocrats, District Local Government leaders, Influencers (NGO, academia, media), public, social protection programme implementers.

(b) Approach:

- Newspaper remains influential among policy and decision makers (both political and technical).

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[5] https://reutersinstitute.politics.ox.ac.uk/
[6] https://techreport.com/statistics/entertainment/tv-viewership-statistics/

- Increasingly, traditional newspapers (publishers) have also developed digital platforms which have a large following.

- Given the influence of social media (especially in delivering/breaking news)- newspapers are increasingly moving to more detailed analysis of issues. This is an advantage that the social protection actors should leverage - to ensure that more informative, analytical content based on evidence of impact is published for the technical/ political policy/decision makers.

- A set of feature ideas should be generated so that the social protection actors can work with journalists in the leading newspapers to write and publish (quarterly) – depending on their focus on social protection, e.g., features on SAGE to be pursued by ESP/PMU and those on National Health Insurance by Ministry of Health, but all of them done in a coordinated way to enhance the wider social protection agenda.

III.   Web/Online/social media

(i)   Websites

(a) Target Audiences: Academia, media, CSOs, MPs, Government technical policy/decision makers, researchers

(b) Approach:

- Today, Websites are generally a must-have for any organization/issue/agenda. Websites are hubs for information providing conveniently accessible information about the organization/issue. Websites also play the role of collateral – providing branding impressions and creating credibility and trust.

- A Uganda Social Protection website: This will be home to all social protection content in Uganda – including policy framework, interventions, research/studies, programmes/interventions, and issues - a one-stop shop for social protection in Uganda. This can be supplemented/linked by intervention/programme specific websites. This site should be marketed as the source of all social protection content in Uganda. With maximised search engine optimisation, well-marketed in all publications, and populated by high-quality, useful content, traffic would be built and maintained.

(ii)   Blogs/Vlogs

(a) Target Audience: Academia, media, general public, CSOs, MPs, Government technical policy/decision makers, researchers**.**

(b) Approach:

- Blog/Vlog – both social protection in Uganda-specific blogs and already established blogs by others.

- Blogs provide platforms for debate, exchanging views, and generally demonstrate that social protection is vibrant. There is a lot of debate and discussions that are taking place in the social protection space. These include technical implementation aspects, e.g., targeting, complaints and grievances.

- Telling stories using short videos (vlogging) should be exploited to visually share and exchange views on various aspects of social protection from across the different interventions – evidence, impacts, and advocacy can all be packaged into short videos and widely shared, including on websites and social media platforms.

- The content can also be shared with other external bloggers/vloggers to add mileage.

(iii) Podcasts

(a) Target Audiences: Academia, media, CSOs, MPs, Government technical policy/decision-makers and researchers.

(b) Approach:

- Podcasts are increasingly used as a form of dissemination of information as they can be conveniently listened to as and when the target audience wants - while driving or doing daily physical exercise. They are easily shareable by email and social media, hence extending reach to specific interest groups.

- A plan for the production of podcasts will be developed; this will specify the target audiences, topics for discussion, the lineup of experts to speak to those topics, and dates for production. There are already several relatively low-cost podcast production studios in Kampala that can be hired to undertake the productions.

- A series of educative, informative podcasts on pre-prepared topics are produced and recorded in high-definition, good-quality audio.

- These will then be released for dissemination to target audiences or serialised over a period.

- The podcasts can be launched and disseminated on social media, website, WhatsApp, and by email to selected recipients.

(iv)   **Social media**

(a) Target Audience: The President, Cabinet, MPs, senior government officials, academia, media, the general public, CSOs, MPs, Government technical policy/decision makers and researchers.

(b) Approach:

- Like Websites, every organization/issue today needs to have their specific social media accounts as part of their identity and brand. Social media is the most common medium to engage with educated audiences. Unlike the past years when it was a platform for only young people, today's social media use cuts across age and demographic boundaries. For example, the President of Uganda is very active on X (Twitter). Same with many Cabinet Ministers. Today, citizens can directly ask questions to the President or Minister and receive responses (which in the past was not possible or took so long on the snail mail).

- The most used social media platforms in Uganda, according to UCC, are: Facebook (although blocked by the Government, is still the most widely used); WhatsApp by senior Government officials); X (Twitter)- mainly used by intellectuals (Politicians, Government academia, journalists, officials, CSOs, media, development partners); WhatsApp is one of the most used and fastest growing platforms, often with one individual belonging to several groups that can be family, old schools, church, neighbourhoods, professional, hobbies/interest/passions, games/sports, YouTube) – create robust accounts for social protection in Uganda and accounts of implementers. TikTok and Instagram, though widely used, may not be appropriate for purposes of communicating social protection.

- Selected Social (X, Facebook, WhatsApp, YouTube) media will be used strategically rather than haphazard out of time and sync posting to low-value accounts. A social media plan should be developed, specifying when and what social protection issues to run seasonal social media campaigns on over the years.

- Social protection social media accounts should be promoted to gain high followership and used to share data/information/knowledge (news, research, analysis, reports).

- Campaigns can take the form of working with profiled social media influencers – depending on who the target for a specific campaign is. Influential media personalities, politicians, and social actors can be deployed to tap into their respective following. For a general public information campaign, influencers with high numbers could be put together to disseminate pre-prepared messages and materials.

- High-quality content (based on key messages) will be developed and must meet the engagement criteria for social media – information illustration, visualization, and animation. Well-thought and designed social media triggers, posters, and other graphics get more traction on social media than text messages.

- Twitter (X) spaces is one of the cheapest and yet impactful platforms for sharing information, engagement, getting feedback, responding to questions, etc. The strategy will explore running Twitter space every quarter with a high follower host who can attract high participation. These spaces will be based on well-selected social protection themes/topics and moderated by highly knowledgeable people (based on the new script/new messages).

- YouTube is growing fast based on the attractiveness of video content. This strategy recommends tapping into the explosive video platform by developing engaging and impactful video content (GIFs/ short videos) that will be housed/broadcast on YouTube, from where it will also be shared widely on the web and social media channels.

(v) **Publications**

(a) **Target Audiences:** The President, Cabinet, MPs, senior government officials, Academia, media, the general public, CSOs, MPs, Government technical policy/decision-makers, researchers, and district local governments.

(b) **Approach:**

- Publications take the form of detailed reports (research reports, analyses, annual reports); they can also be light-touch public information materials (brochures, newsletters, posters).

- Today, generally, most people prefer to access publications in digital format (easy to store, access, portable). At the same time, many institutions (especially the Government) still use print publications. Therefore, while the bias will be towards digital publications, some print publications will also be produced and targeted/disseminated, e.g., Pigeonholes of Members of Parliament, for information/advocacy on specific issues that target them.

- This strategy recommends – over and above the scientific reports - the following public information publications: A national social protection bi-annual newsletter, annual report, policy briefs (on key advocacy issues in the sub-sector), and brochures.

- The publications will be designed with today's reader in mind: captivating, engaging, easy to deliver key messages, and digital content (data visualization, illustration, animation).

6.0 Advocacy Champions and Issues

6.0 Advocacy Champions

In the spirit of leveraging strengths from different actors, the strategy proposes a deliberate identification, training, and deployment of champions in key areas of influence to advocate for the prioritized social protection issues (6.3 below). The following champions should be recruited:

- **Parliament Champions:** a corps of strong, active, and vibrant Members of Parliament needs to be built. This role of identifying, training (with the new script), and 'commissioning' MPs to champion social protection (not just SAGE) will be farmed out to the Parliament Forum on Social Protection.

- **Diplomatic Champion** – The social protection stakeholders also need to identify champions in the diplomatic circles. This should ideally be a person at the head of mission/agency level of bi-lateral partners or multi-lateral agencies. Given their different mandates, perhaps a representative of each. These would be people who wield convening power (with the government counterparts but also within the development partner community) - can host (invite the Prime Minister, Ministers, MPs, and other policymakers) to an event and speak to them on critical issues/decisions on social protection; able to make direct calls to concerned Ministers, visit the president or ministers; hold meetings with influential people in Government. Potential candidates from the multi-laterals include the Head of the European Union (EU) Mission, the UN Coordinator, the Country Director of WFP, the International Monetary Fund (IMF) representative, and the World Bank representative. The bilateral could be a high commissioner/ambassador of a mission that has a demonstrable interest in social protection - Sweden, the UK, Ireland, and others. While the bilateral can advocate for the government to increase its contribution to social protection, the multi-laterals could champion creative ways of generating funding for social protection in the country, e.g., re-allocating debt relief to fund social protection.

- **Cabinet Champion:** There is also need to identify and adequately prepare an active, knowledgeable, passionate Minister in Cabinet who should be groomed (trained, sent on visits to other countries, provided information, motivated) to be the ears and eyes of social protection in Cabinet. Ideally, this should be one of the Ministers in MGLSD, but it could also be from another docket if they are passionate about social protection.

- **CSO Champion:** There is also need for a champion in the CSO space. Ideally, this is someone/people passionate about social protection, have a profile in the civil society lobby and media, and can be the voice for the 'civil society position' on social protection issues.

- **Public intellectuals:** Social protection also needs to identify, groom, train, and arm selected academics/public intellectuals – who have strong voices and have platforms that social protection advocacy can ride on. They should be people who access public platforms – speak in public events, are panellists in media platforms, or chair/participate in panels on public affairs.

- **Cultural leaders:** There is also need to identify and recruit a high calibre cultural leader who is listened to by the Government and can provide that alternative voice from cultural leaders to Government and is listened to. Good champions from the cultural institutions would be a good voice of the people, amplifying the voices of the citizenry.

- **District Local Government:** Ideally, an articulate and well-spoken district chairperson who has the ear of the president or key ministers.

- **Media champions:** Core of a few journalists who take a specific interest in social protection. These could be talk show hosts of leading talk programmes on radio, TV, and digital spaces. Work with media houses, but also journalists training institutions to identify and empower them.

- **Private sector champions:** Increasingly, the private sector is playing a significant role in the social protection arena. This includes providing employment and different services (e.g., health insurance services, investment vehicles) that contribute to the health of the social protection system in the country. A champion at the apex of the private sector, e.g., the Federation of Uganda Employers, Uganda Manufacturers' Association, and such other bodies, would be ideal.

6.1   Selection criteria and Terms of Reference for champions

(a) Criteria

The selection of the champions can be made by the social protection communication and advocacy technical working group based on specific criteria (need and terms of reference). These include:

- Be a person of influence in their sphere

- Be a person with demonstrable support for social protection/human capital development

- Actively engaged in public affairs

- Ability to build a network/coalition around issues

- Be a person of high standing and integrity (not mentioned in impropriety – corruption)

(b) Terms of Reference

The Terms of Reference of the Champions, *inter alia,* are to:

- Champion/make the case for social protection in their spheres of influence and to policymakers.

- Articulate social protection narrative and key messages in their forums and platforms.

- Defend social protection positions on their platforms.

- Be the ears and eyes of social protection in their forums and platforms.

- Participate in social protection communications and advocacy engagements, e.g., TV and radio talk shows, take media interviews, and participate in social protection panels (in events, discussions, e.g., Twitter Spaces). The technical working group will backstop champions by providing them with scripts, key messages, briefing notes, and other itineraries for such engagements to ensure that they are on point and follow the social protection script.

(c) Operational arrangements

The champions are agents of communications and advocacy and should, therefore, work directly with the communications technical working group under the commissioner responsible for social protection in the MGLSD. The commissioner may choose to delegate this role to the Head ESP PMU for day-to-day management. The champion's role is a volunteer position. However, the MGLSD/PMU will need to invest in these champions if they are to be effective. They should be empowered with training, exposure visits to best practice programmes and countries, as well as be provided with key messages for engagement, and in some instances, some of them may need to undertake relevant basic training in social protection. The training and exposure should be facilitated by/through the MGLSD/ESP PMU.

6.2   Key Advocacy Issues

For the life of this strategy, the advocacy issues that the champions will focus on should be the same that the MGLSD has prioritised. These are:

- Expanding numbers receiving social protection services in the country, especially cash transfers, by lowering the eligibility age for SAGE and increasing the amount.

- Building an integrated social protection system that facilitates efficient delivery, coherence, coordination, and harmonisation of and between different programmes.

- Building a strong Government leadership and ownership reflected in coherent policy, commitment to financing, and guidance of strategic direction.

- Social protection is delivered as a holistic package of interventions through inter- and intra-programme linkages. The lifecycle approach to social protection is the focus.

- Shock-responsive social protection programmes with inbuilt and scalable mechanisms.

- Increased livelihood resilience through linked-up investments in human capital, economic empowerment, and vital consumption support.

7.0 Message Framework/Core Script

This strategy is intended to be a framework for communicating and advocating for the wider social protection sub-sector, covering all elements of social protection as defined in the national social protection policy. All social protection interventions (current and planned), be they non-contributory direct income support, contributory pensions, national health insurance, and social care and support, should find this strategy useful. Each of these elements of social protection has different downstream beneficiaries and different upstream needs. As such, it is not possible to cater to the specific messages for all interventions in one document like this. What we do here is, therefore, to provide a framework for messaging and a foundational message document that the different stakeholders/programs/interventions will tap into to adapt to their specific conditions. The role of the core script is to serve as a reference messaging tool that establishes consistency, harmony, and coordination in messaging social protection.

It is, therefore, recommended that after the development of the strategy, the communication and advocacy technical working group should have a moderated workshop in which each stakeholder translates this framework into concrete messages relevant to their intervention/programme- based on their interest and needs. Ideally, the development of messages should be a consultative process, and messages developed should be pre-tested (by each intervention) before launching for use.

The Messages framework **(Appendix I)** and the draft messages Core Script **(Appendix II)** should be read in that context.

8.0 Monitoring & Evaluation:
A Framework for Measuring Success

The strategy will be evaluated every year to assess its success but also to draw learning to improve implementation in the subsequent year(s). The M&E function for this strategy will sit with the MGLSD (possibly delegated to ESP PMU), which will undertake the monitoring and reporting at two levels – at the level of the Sector (consolidating communication and advocacy M&E reports from the various programmes and interventions, but also from the sub-sector-wide level. The M&E plan will measure each of the objectives and result areas – mainly awareness, knowledge, levels of support/goodwill, and funding decisions.

For each objective, success will be measured at the following levels:

- Activity

- Output level

- Outcome level

Outputs	**Outcomes**
• Number of Meetings • Communication materials, videos, publications, posters, radio spots, radio/TV talk show briefing notes, etc, geared towards targeted audience. • Communication messages • Disseminated messages via different channels. • Stakeholder events held • Community engagements • Various communication activities executed • Media appearances	• Raised awareness on social protection issues and themes. • Demonstrable change of behaviour of political leaders in speeches, budget allocations. • Increased appreciation and support for social protection (in speeches, budget, etc). • Increased participatory communication by political leaders (MPs, Ministers). • Increased understanding and buy-in of social protection at district and national levels. • Level of support from local leaders. • Increased participatory communication and interactivity among project stakeholders.

Success indicators	

• Communications and advocacy materials developed.
 	
• Messages Disseminated to target audience.
 	
• Number of targeted stakeholder engagements held.
 	
• Number of participants at stakeholder engagements.
 	
   ◦ Increased access to services in local areas.
 	
   ◦ Number of target audiences reached.
	• Demonstrable increased awareness of the importance/benefits of social protection issues.
	
	• Convert awareness to support and to funding.
	
	• Get households, communities to demand services.
	
	• Increased adoption of pro-social protection messaging among politicians and actors.

Means of verification	
• Media Monitoring reports • Content analysis of media coverage • Social media management tools	• Qualitative assessment of media coverage • Media content analysis • Feedback in public forums e.g. mentions by parliamentarians, councillors, etc • Increase in funding allocations and releases • Surveys of targeted audience (KAP)

The key tools that will be used to monitor:

- Qualitative – Focus Group Discussions (FGDs), surveys and field interviews.

- Knowledge, Attitudes, Practice surveys

- Media monitoring reports

- Website Analytics (like, clicks, impact, reach, comments, retweets, etc).

- Content analysis

- Social media metrics.

9.0 Crisis Communication

A crisis is an unexpected occurrence that has capacity to derail the operation of an organization/programme/entity or damage its reputation in the eyes of its stakeholders. Crises can be originated internally (from internal operations and stakeholders) or externally (from the actions, commissions or omissions) of a partner, a third party, a service provider, a beneficiary, among others.

For many organizations/entities/programmes providing services, occurrence of a crisis is a matter of when, not if, it will happen. A crisis communication plan is therefore intended to ensure organizational readiness to respond to the crisis when it occurs to protect its reputation, confidence and trust bestowed on it by its stakeholders.

9.1 Potential Crises in the Social Protection Space

There are many types of crises that could occur, but for any programme/organization entity providing social protection services, the following are the most likely to happen, and therefore should be both guarded and girded against;

(i) **Reputational Crisis –** This is the type of crisis that has potential and capacity to damage the reputation of an entity/organization/programme before its stakeholders. Examples include negative press/publicity/negative stories in the media, scandals (financial, sexual abuses (children, women,) etc) within the entity. This kind of crisis damages the reputation, trust, confidence of the stakeholders (Government, development partners, clients/beneficiaries, etc).

(ii) **Operational Crisis –** Occurs when systems normally used to effectively and timely deliver services suddenly break down for whatever reason. This normally throws everyone in the ecosystem into a crisis and panic. The main impact of this kind of crisis is major disruption in the organization's ability to deliver services.

(iii) **Technology Crisis –** this is really an operational crisis but mainly caused by a technological breakdown or breach. This normally occurs when cyberattacks, data breaches occur or when key IT infrastructure fail. This could cause a major disruption as the immediate effect is inability to provide the usual services timely.

(iv) **Financial Crisis –** This happens when the entity/programme's main source of funding (Government, a development partner, donor) for whatever reason is not able to release or even continue to provide funds. The financial situation could be temporary or permanent. This crisis threatens the financial stability of an entity and could lead to service providers cutting of their services, completing disrupting or curtailing the operation of an entity.

(v) **Human Resource crisis –** is occasioned by entity/programme's people by way of a strike, bad leadership/management, bad working conditions (staff harassment, abuses, sudden resignations/departures). This lowers staff morale and affects delivery of services but also lowers the reputation, confidence and trust in the organization.

(vi) **National disasters Crisis-** these are occasioned by natural disasters – floods, storms, earthquakes, fires that render the organization unable to work or deliver its services normally. This has potential to disrupt physical infrastructure, which causes a major disruption to services.

(vii) **Legal/Ethical Crisis –** this is normally brought about by breach of the law/ regulations or some action /decision that attracts incessant and costly lawsuits, moral turpitude challenges pushing an entity/organization to a standstill. This may result into a possible shut down/bog down, loss of public trust and confidence.

9.2 Crisis Communication Plan

A good crisis communications plan should have the following:

- A clear objective
- A Crisis team with clear roles and responsibilities
- A clear/documented policy/guidelines (namely procedures, protocols, steps) to follow once a crisis mode has been activated
- A core script of messages during the crisis
- Well-defined channels of communication

(i) Objective of the Crisis Communication Plan

The main objective of the crisis communication plan is to enable the entity/programme to respond swiftly, accurately, consistently and convincingly to a crisis, while protecting its reputation.

(ii) A Crisis Team/Committee Composition

Every entity/programme should have a crisis team formed, way before a crisis occurs. If no such team exists before a crisis occurs, then it is incumbent on the leadership of the Programme/entity that such a team is quickly put in place, before any communications/response can start. Without such a team, the entity/programme runs a risk of panic, haphazard, uncoordinated, self-contradictory, disorganized and inconsistent communication, which might do more harm to the reputation. Some entities have existing related committees (e.g. continuity teams) in which case, the two can be collapsed into one but including communication as a clear mandate of the team. Ideally, the following

should be part of the crisis communication team (depending on the gravity and potential impacts of the crisis to the country, government, partners, and beneficiaries):

- The Permanent Secretary (for Government MDAs)
- Technical head of the Unit (Head, Coordinator, Project Manager, etc) – Chair of the Committee/team
- The officer responsible for communication, advocacy or public relations – Secretary of the Committee
- A Technical Programme staff responsible for the area where a crisis has arisen
- Legal representative (of the entity, if the crisis has legal implications)
- Officer in charge of human resources (if the crisis is occasioned by human resources)
- Any other person deemed appropriate

Roles and Responsibilities of the Committee

- The committee meets and receives, assesses all the information regarding the situation – declares a crisis and activates the response mode.
- Designs and oversees the entire organization response to the crisis
- Receives all information from staff and all parties related to the crisis and processes/discusses/verifies/ packages as appropriate.
- Generates organizational positions, responses and statements on the issues of the crisis.
- Takes decisions on the strategic responses to be made; Makes key decisions about the messaging, timing, channels and tactics used for communication.
- Selects the spokesperson for the organization during the crisis – normally the technical head of the unit or the person responsible for communications. In some instances, however, higher authorities become the spokespersons depending on the gravity of the matter (In government, the Permanent Secretary or even the Ministers, become the spokespersons of the organization during the crisis). Outside Government, the higher authorities (managing director/chief executive officers) take the role, if the magnitude or potential impact of the crisis demands so.
- If a higher authority becomes the spokesperson for the organization during the crisis, such a person is co-opted into the crisis team. The committee digests information, takes decisions and crafts positions, which are then fed to the higher authority to disseminate. It is important that one person speaks for the organization to ensure consistency, coherence and avoid contradictions. No other person in the team speaks to the audiences (internal or external) other than the appointed spokesperson.

Roles and Responsibilities of the selected Spokesperson

- S/he is the public face and voice of the organization during the crisis to the outside world.

- Delivers official positions, decisions and statements to the audiences: media, employees, beneficiaries, customers, and other stakeholders. The Committee makes these positions.
- Provides updates from time to time through press releases, press conferences, media interviews, or social media.
- Ensures that all messaging is consistent with the organization's values and crisis strategy and sticks to the script provided by the Committee.
- Manages media questions and inquiries (must do so skillfully, professionally) and provides feedback/statements/positions clearly).

(iii)   Protocols/Procedures During Crises

In a crisis, it is extremely important that all actors – management, leadership and staff adhere to established protocols, procedures, and guidelines. These help to ensure effective management of the situation and ensuring consistency, clarity, and control throughout the crisis. Here are some protocols and guidelines to follow:

a) Summon the Crisis Communications Team/Committee meeting following a crisis declaration. The committee should assess and define the scope of the crisis and start preparing a response (short-term, midterm, long-term) based on information at hand and incoming.

b) Establish a clear chain of command during the crisis. All staff, management and leadership should know this command structure and follow it. All information regarding the crisis should only be channeled through the committee/chair who will be the single point of contact for decision-making, and dissemination of positions on matters about the crisis.

c) No other manager, leader or staff is authorized to communicate with external audiences – including the media regarding any issue connected to the crisis.

d) Only the designated spokesperson will deliver key messages to the public and media based on approved talking points to maintain message consistency and fidelity. Everybody else should refer external audiences to the spokesperson.

e) The committee should work round the clock to gather as much information about the crisis as possible; gather facts, consult with legal and subject matter experts, and prepare reports to support decision-making.

f) The committee should develop a set of core messages to communicate with different stakeholders (internal and external) in a dynamic way, as the situation evolves. The messages should be clear, accurate, and aligned with the organization's strategic interests. Avoid speculation, assumptions, and disseminating incomplete information.

g) The organization should come through as transparent about the situation (not hiding information or covering up) while at the same time safeguarding sensitive or confidential information about the organization.

h) Keep employees and internal stakeholders informed regularly; Ensure that internal communications align with external messaging to avoid confusion.

i) Keep the communications channels open (the organization's social media channels should be seen to be active – and the spokesperson should use them to disseminate approved positions, messages, statements

j) Debunk false information swiftly and engage with concerned stakeholders on social platforms, when appropriate to correct misrepresentations, incorrect information, etc.

k) Be sure to receive clearance from appropriate offices- legal, HR, etc. before any information is released to the public to avoid litigation.

l) Stakeholder privacy- ensure that sensitive stakeholder information, such as customer data or internal documents, remains protected.

m) The spokesperson should endeavor to answer all media questions without giving away unnecessary information but also without giving no information at all, hence statements like "no comment" etc. should always be avoided.

(iv) Core Script of Messages

During a crisis, messaging is extremely important. Messages help the organization to shape what people will understand from the crisis and in the wider scheme of things to shape the public discourse. If the messages are not well crafted, the opportunity to shape narrative, takeaways and public discourse will be missed. As such the whole purpose of having a crisis communication plan will also be missed as the full extent of distortion, misinformation, incorrect information, etc. will hold sway.

It is therefore important that the Crisis Committee centers all its communications on the agreed, approved script – core messages. This will be dynamic and changing as latest information comes but also as the situation evolves. It is difficult to craft all messages that can be used by all social protection actors as each has a different situation, target audiences, etc. Below are some guidelines round which to message.

Key messages during a crisis can be phased into three: (a) at Crisis outbreak (b) middle of the crisis (c) End of the Crisis

(a) Outbreak of the crisis

- At this point of the crisis, not much information is available. This stage is normally fraught with misinformation, erroneous information, wild claims, etc. At this point, normally, even the organization itself has no accurate information about a crisis/what could have transpired. As such at this time, the Organization/crisis committee/spokesperson can only do the following:
- Acknowledge the crisis.
- Show empathy and sympathy - express concern for the victims, those affected, stand with the victims/those suffering the consequences of the crisis.
- Announce an investigation- seeking /waiting for more information about the situation.
- Outline the steps being taken to address the crisis – e.g. The Minister, CEO, etc. is traveling to the site, temporary remedies provided to the victims, etc.
- Communicate what is known (if any) about the situation/crisis in the meantime.
- Commit to providing more information and updates as the latest information becomes available.

(b) Middle of the Crisis

At this point of the crisis, more information has been received and being processed on an ongoing basis- depending on what the crisis is. At this point, some unauthorized information is out there on social media (e.g., pictures, videos of the occurrence, some inauthentic narratives are out there circulating). Depending on the crisis, and how well it is handled, this could be the longest and the hardest days of the crisis. The committee/spokesperson will therefore focus their messaging on:

- Continue to show empathy and sympathy - express concern for the victims, those affected, stand with the victims/those suffering the consequences of the crisis.
- Emphasize the organization strategic position – vision, mission, values and align them to the response.
- Commit to transparency and openness to investigations by relevant authorities.
- Provide updates on information that has been received and continues to flow in regarding the situation.
- Clarify any inaccurate information, misconceptions and misrepresentations.
- Continue outlining the steps being taken to address the crisis – e.g. The Minister, CEO, etc. arrived at the scene, held meetings with DLGs, temporary remedies provided to victims, etc.
- Commit to providing more information and updates as and when the latest information becomes available.

(c) End of the Crisis

At this point of the crisis, more information has been received, disseminated, organization's position articulated. At this point, some unauthorized information is still out there on social media (e.g., pictures, videos of the occurrence, some unauthentic narratives are out there circulating). Depending on the crisis, and how well it is managed, this could come sooner (or later). The committee/spokesperson will therefore focus their messaging on:

- Provide closures – successes and acknowledge failures.
- Demystify any incorrect information, misconceptions and misrepresentations.
- Outline steps being taken to ensure it will not happen again.
- Emphasize the organization's strategic position – vision, mission, values and align them to the response.
- Show some good works by the organization (before the crisis).
- Thank all actors who played roles.
- Continue to show empathy and sympathy - express concern for the victims, those affected, stand with the victims/those suffering the consequences of the crisis.
- Commit to transparency, openness to investigations by relevant authorities.
- Commit to remain available to provide any information and support when and if necessary.

(v) Channels of communication

Depending on the nature of the crisis and target audiences, channels for communication should be well selected and properly utilized during the crisis. The main channels available to any entity/programme include:

- **Conventional mass media** – TV, radio, newspapers. These can be accessed and utilized for disseminating key messages (from the script) through issuing press releases/statements, convening press conferences, organizing visits of journalists to the sites, Q&A interviews with the principals, participation in talk shows, publishing commentary/op-eds, etc
- **Social and Online media**: This involves use of the organizations own platforms – X(Twitter), Facebook, LinkedIn, Instagram. It also concludes websites and blogs. The spokesperson can also work with partner stakeholders to access their own social media platforms. They can also work with social media influencers to give more traction and mileage to the messages. These platforms are important for disseminating organizational positions, statements, narratives and messages to the public.
- **Internal communication tools** – especially if the target audiences are staff. These include e-mail, intranet, meetings, town halls, etc.

Appendix I: Messaging Framework

Target Audience	Communication/Advocacy Objective	Required Action/Outcome from target audience	What the target audience needs to know/hear
The President of Uganda	Increase awareness of what social protection is; the unique contribution of social protection to Human Capital Development (HCD); Link between social protection and socio-economic transformation (NRM agenda); increase support for SP in speech and action (by committing Funding).	Demonstrate better understanding of SP. Demonstrate support to SP. Champion increased allocation and release of funding for SP.	What is social protection? What unique contributions does social protection make to Uganda's development efforts (wealth creation, health, education, socio-economic transformation, etc)? How does social protection (SAGE, national health insurance, Pension reforms, social care) contribute to building Uganda's Human Capital? How does social protection (national health insurance, SAGE, etc) support NRM's socio-economic transformation agenda? How does social protection support Uganda to achieve its regional and international social development/protection commitments? What does Government need to do to support social protection in the country? /How much money does Uganda need for social protection? How does social protection strengthen the social contract (state-citizen) relations?
Cabinet	Increase awareness on social protection (system and programmes); awareness on the	Demonstrate better understanding of SP; Demonstrate interest and support of SP;	Same as the President above

	contribution of social protection to HCD; Link between social protection and socio-economic transformation (NRM agenda); demonstrate support for SP in speech and action (funding).	Commit more budget to SP; Champion allocation and release of funding Owning SP as necessary for NRM/socio-economic agenda.	
Members of Parliament	Increase awareness on social protection (system and programmes); awareness on the contribution of social protection to HCD; Link between social protection and socio-economic transformation; support for SP in speech and action for funding social protection.	Demonstrate better understanding of SP; Demonstrate interest and support of SP; Commit more budget to SP; Champion allocation and release of funding.	Same as above
MOFPED	Increase awareness on social protection (system and programmes); Evidence on the contribution of social protection to HCD; Link between social protection and growth, development/socio-economic transformation; Increase support/ more funding.	demonstrate support for SP in speech and action (funding); Provide funding for social protection.	What unique contributions does social protection make to Uganda's development efforts (wealth creation, health, education, socio-economic transformation, etc)? How does social protection contribute to growth of the economy? How does social protection (SAGE, national health insurance, Pension reforms, social care) contribute to building Uganda's Human Capital?

Stakeholder	Increase awareness	Demonstrate	Key questions
			How does social protection (national health insurance, SAGE, etc) support NRM's socio-economic transformation agenda? How much money does Uganda need for social protection?
OPM and Other Ministries (Ministry of Agriculture, Animal Industry and Fisheries; Ministry of Water and Environment, Ministry of Education and Sports)	Increase awareness on social protection (system and programmes); Evidence on the contribution of social protection to HCD; Link between social protection and growth, development/socio-economic transformation; Advocate for increased support/ more funding.	Demonstrate better understanding of SP and how it enhances other Ministries mandates; Demonstrate interest and support of SP; Commit more budget to SP; Champion allocation and release of funding Owning SP as necessary for NRM/socio-economic agenda.	What is the impact of social protection interventions? What unique contributions does social protection make to Uganda's development efforts (wealth creation, health, education, environment, adaptation to climate change, socio-economic transformation, etc)? How does social protection strengthen the social contract (state-citizen) relations? How does social protection contribute to Uganda's refugee policy? How does social protection (SAGE, national health insurance, Pension reforms, social care) contribute to building Uganda's Human Capital and achievement of SDGs? How does social protection (national health insurance, SAGE, etc) support NRM's socio-economic transformation agenda?
Ministry of Health	Increase awareness on social protection (system and programmes); awareness on the contribution of social	Demonstrate better understanding of SP and Uganda's commitments; Demonstrate interest and support of SP;	How does the proposed National Insurance Scheme feed into Uganda's Social Protection system? How does social protection contribute to better health outcomes?

Actor	Awareness/Support	Demonstration/Commitment	Key Questions
	protection to HCD; Link between social protection and socio-economic transformation; support for SP in speech and action for funding social protection.	Commit more budget to SP; Champion allocation and release of funding. Owning SP as necessary for NRM/socio-economic agenda.	How does social protection contribute to NRM manifesto health commitments?
Ministry of Public Service	Increase awareness on social protection (system and programmes); awareness on the contribution of social protection to HCD; Link between social protection and socio-economic transformation; support for SP in speech and action for funding social protection.	Demonstrate better understanding of SP; Demonstrate interest and support of SP; Commit more budget to SP; Champion allocation and release of funding. Owning SP as necessary for NRM/socio-economic agenda.	How does the proposed pension reform Scheme feed into Uganda's Social Protection system? How does reforming the pension scheme contribute to the country's growth and development priorities/plans? How is the pension reform contributing to achievement of NRM manifesto commitments? What is the progress of the pension reform scheme? Why are the proposed reforms good for the Government, pensioners and the national economy?
MGLSD	Increase awareness on social protection (system and programmes); awareness on the contribution of social protection to HCD; Link between social protection and socio-economic transformation; support for SP in speech and action for funding social protection.	Demonstrate ownership, leadership, advocacy for more funding	What is social protection? Identity and brand What unique contributions does social protection make to Uganda's development efforts (wealth creation, health, education, socio-economic transformation, etc)? What is the cost of NOT implementing social protection? How does social protection strengthen the social contract (state-citizen) relations? How does social protection contribute to growth of the economy? How does social protection (SAGE, national health

Audience	Key messages	Objective	Desired action / awareness
	insurance, Pension reforms, social care) contribute to building Uganda's Human Capital? How does social protection (national health insurance, SAGE, etc) support NRM's socio-economic transformation agenda? How much money does Uganda need for social protection?		
Social Protection Programme Implementation entities	What is the impact of social protection interventions – CSSP, SAGE, DRDIP? What is the cost of NOT implementing social protection? How does social protection strengthen the social contract (state-citizen) relations? What unique contributions do social protection programmes make to Uganda's development efforts (wealth creation, health, education, socio-economic transformation, etc)? How does social protection contribute to Uganda's refugee policy? How does social protection (SAGE, national health insurance, Pension reforms, social care) contribute to building Uganda's Human Capital and achievement of SDGs?	Demonstrate ownership, leadership, advocacy for more funding.	Increase awareness on social protection (system and programmes); awareness on the contribution of social protection to HCD; Link between social protection and socio-economic transformation; support for SP in speech and action for funding social protection
Development partners	What is the cost of NOT implementing social protection? What is the impact of social protection interventions – CSSP, SAGE, DRDIP?	Support, resource mobilized,	Increase awareness on social protection (system and programmes); awareness on the

Audience			Key Questions
	contribution of social protection to HCD; Link between social protection and socio-economic transformation; support for SP in speech and action for funding social protection.		How does social protection (SAGE, national health insurance, Pension reforms, social care) contribute to building Uganda's Human Capital and achievement of SDGs How much money does Uganda need for social protection?
District Local Government	Increase awareness on social protection (system and programmes); awareness on the contribution of social protection to HCD; Link between social protection and socio-economic transformation; support for SP in speech and action for funding social protection	Demonstrate better understanding of SP; Demonstrate interest and support of SP; Commit more budget to SP; Champion allocation and release of funding. Owning SP as necessary for NRM/socio-economic agenda.	What is social protection? Identity and brand What unique contributions does social protection make to Uganda's development efforts (wealth creation, health, education, socio-economic transformation, etc) at the DLGs? What is the cost of NOT implementing social protection? How does social protection contribute to growth at the local level? What are the benefits to the DLGs that have run social protection programmes? How does social protection (SAGE, national health insurance, Pension reforms, social care) contribute to building Uganda's Human Capital? How does social protection (national health insurance, SAGE, etc) support NRM's socio-economic transformation agenda? How much money does Uganda need for social protection? How does social protection strengthen the social

Target audience	Objectives	Key messages/awareness	Key questions
Private sector	Better understanding of social protection and its importance (especially for workers); Support social protection initiatives; advocate for more budget for social protection; fund and implement social protection.	Increase awareness on social protection (system and programmes); Evidence on the contribution of social protection to HCD; Link between social protection and growth, development/socio-economic transformation; Advocate Increased support/ more funding.	contract (state-citizen) relations? What is social protection? Why is social protection important for private sector companies? How does the private sector benefit from social protection? How does social protection contribute to a better economic environment to do business in? How does social protection strengthen the social contract (state-citizen) relations?
Influencers (Media, CSOs, General Public)	Demonstrate better understanding of SP; Demonstrate interest and support for SP; Advocating for more budget to SP.	Increase awareness on social protection (system and programmes); awareness on the contribution of social protection to HCD; Link between social protection and socio-economic transformation; support for SP in speech and action for funding social protection.	What is the impact of social protection interventions – CSSP, SAGE, DRDIP? What is the cost of NOT implementing social protection? How does social protection strengthen the social contract (state-citizen) relations? What unique contributions do these social protection programmes make to Uganda's development efforts (wealth creation, health, education, socio-economic transformation, etc)? How does social protection (SAGE, national health insurance, Pension reforms, social care) contribute to building Uganda's Human Capital and the SDGs
Current/potential beneficiaries of social protection	Better understanding of social protection interventions – including	Increase awareness on social protection (system and programmes);	What is social protection? Why is social protection important for

programmes/services, grassroot households, last-mile communities, citizenry.	awareness of their rights and obligations in social protection; strengthen demand and accountability for social protection; Link between social protection and socio-economic transformation.	procedures, citizens/beneficiary rights and obligations; Supporting and demanding more social protection services.	citizens/beneficiaries? What are beneficiaries' rights and obligations in various social protection programmes? If you are a beneficiary of a social protection programme and you don't receive good/right/services, what do you do? What roles and responsibilities must citizens play in accessing social protection programmes? What are the roles/obligations of the state in provision of social protection services? How can citizens access more/better social protection services? What is the role of political leaders (The president, ministers, MPs, LCV chairpersons, district councillors, sub county councillors, Senior Administrative officers) in provision of social protection services?

Appendix II: Core Script Framework

(a) Key messages

(i) Communication objective: Increase awareness about Social Protection – System and Programmes, Rights, Commitments

- **Social protection is a set of interventions (policies and programmes) that countries put in place to reduce poverty and vulnerability (exposure to the risk of falling into poverty) of the population**. Social protection reduces people's exposure to life shocks and enhances their capacity to deal with economic and social risks when they occur. Such risks and shocks include loss of employment, sickness, disability, and old age or shocks such as disasters. Social protection measures include providing income support and ensuring people continue to access essential services, preserving a basic standard of living and social security for all citizens. This prevents them from falling further (back) into extreme poverty.

- **Risks and shocks happen to people across their lifecycle, not just in old age.** Social protection is not just for old age. It is for the entire lifecycle of an individual from early childhood (0-5 years), school-going age (6-18), youth (19-30), and working age (31-59) to old age (60 and above). Ugandans face different risks and vulnerabilities at various stages of the lifecycle that they need to be protected from if their human potential is to be maximized. In early childhood, children risk stunting and associated consequences (reduced cognitive development, underweight, loss of parental care) and sickness. During school-going age, children are vulnerable to ill-health, violence, sexual and gender-based violence, teenage pregnancy, school dropout, early/child marriage, child labour, and loss of parental care. In youth, they are vulnerable to inadequate skills, unemployment, risky behaviours, substance abuse, trafficking during working life, unemployment and underemployment, domestic violence, work accidents, and sexual harassment. In old age, they are vulnerable because of the inability to work and lack/loss of income.

- **Uganda's National Social Protection System seeks to address those lifecycle risks and vulnerabilities across the lifecycle through the provision of** Direct Income Support (including cash and in-kind transfers to vulnerable persons such as children, persons with disabilities, older persons, and youth). Examples of Direct Income Support interventions (such as SAGE, pensions for public servants, health insurance). The social care and support services pillar of social protection encompasses non-contributory services that provide care, support, protection, and empowerment to vulnerable individuals who are unable to fully care for themselves. These include, among others, community and home-based care for

children, the elderly, people with disabilities, alternative care, rehabilitation, and support for out-of-school youth and drug users.

- **Social protection, like education and health, is a right for every Ugandan and a constitutional obligation for the state to provide:** Uganda's Constitution provides for the protection and promotion of fundamental human rights and freedoms, enjoining the State to take affirmative action in favour of marginalized groups, protect the unique and natural maternal function of women, the rights of children, persons with disabilities, ethnic minorities, and economic rights of every Ugandan.

- **Uganda has policies and laws in place that enjoin the Government to provide social protection to the population** -including social security, pensions, workers' compensation, retirement benefits, and access to health education services.

(ii) Communication objective: Increasing support to Social Protection: Impacts/ Unique contribution of SP; Why social protection is important for Government (President, Cabinet, MDAs)

- **Social protection enhances Government efforts to address vulnerability across the lifecycle of Ugandans, thereby building better resilience among the population and building quality human capital for the country.**

  - ✓ **Addressing stunting in early childhood: Vulnerabilities in early childhood reduce child cognitive development, which affects labour productivity at later stages and human capital development**. Uganda has one of the highest fertility rates in the world, estimated at five children per woman. This notwithstanding, stunting and underweight in early childhood remain high and a threat to the realization of the SDGs.

    About 29% of children aged 6-59 months are stunted (short for their age), 4% are wasted (thin for their height), and 11% are underweight (thin for their age). Stunting alone is responsible for more than half of all under-five deaths. Further, only 49% of children in their first year and 55% in their second year have received basic vaccinations. Despite progress in improving child survival, under-5 mortality is still high and most prevalent among children in the poorest households (88 deaths per 1,000 live births) compared to children in the wealthiest households (53 deaths per 1,000 live births).

✓ **School-going age children: A fully functioning national school feeding programme, a social protection tool, would contribute enormously to better education and health outcomes.**
Children, who comprise Uganda's largest age segment of the population, are also the most vulnerable demographic group. Children (people below 18 years old) experience the highest rates of multidimensional poverty (56%), the rates being higher for those living in households with three or more children (62%). This has led such households to adopt negative coping mechanisms such as child labour and dropping out of school. Up to 28% (two million) of children are involved in some form of child labour, with Eastern and Busoga sub-regions being the most affected (44.7% and 38.3%, respectively). While Uganda has a high school enrolment rate of up to 85%, only less than 50% get to complete the first cycle of education (primary seven), with girls accounting for the majority of those who drop out. This exacerbates their exposure to poverty and other harmful practices such as commercial sexual exploitation, human trafficking, and gender and violence against children, among others. Over the last two decades, the implementation of the Universal Primary Education (UPE) programme has been challenged by declining primary completion and achievement rates, low school attendance, and performance that is below the desired minimum average for numeracy and literacy. Lack of a mid-day meal is one of the reasons that have been advanced to explain this. Similarly, available evidence on nutrition indicates that micronutrient deficiencies are common, with anaemia rates reaching 46% in girls 11-14 years of age, and the prevalence of undernutrition in children aged 5-19 years is 31% among boys and 17% among girls. This calls for recognition of the importance of school feeding in achieving national development and learning outcomes for children.

✓ **Addressing youth-related vulnerabilities guarantees a high return on the demographic dividend for the country.**
The youth population in Uganda (18-30 years) stands at 21.7% of the total population. In 2016, 20% of women and 12% of men aged 20 and above were neither at work nor in school, compared to 10% and 5% in 2012, respectively. One of the biggest challenges faced by the youth is the high unemployment rate, which stands at 17%, almost double the national unemployment rate, and especially underemployment and low-quality employment. Youth unemployment is mainly attributed to factors like job growth, which has been slow partly due to the inelasticity of employment growth compared to GDP growth, coupled with a high rate of population growth. There is also a mismatch between the skills that young people have and what the job market requires. Inadequate training and limited job opportunities are the other challenges, with up to 400,000 youth graduating annually from various educational institutions compared to only 100,000

jobs that are being created annually. Under the medium-variant scenario, the Ugandan labour market will need to accommodate 14 million additional workers by 2040 to avoid underutilization of its human capital. This translates to approximately 1.1 to 1.2 million new entrants into the labour force per year over the next 40 years.

✓ **Addressing vulnerabilities of the working age population (WAP) builds the resilience of Uganda's most productive segment of the population**: According to the Uganda Bureau of Statistics 2021 National Labour Force Survey (NLFS), there were 23.5 million people in the working age group, an increase from 20.2 million in NLFS 2016/17. Of these, the majority (35%) had attained some primary education, with about 10 percent having never attended any formal education. The average age of the working-age population in 2021 was 30 years. Approximately 47% were independent workers without employees, while 34% were employees. Working persons in agriculture largely worked for non-commercial purposes (35%), and of these, 58% did not look for work and were not available for employment. The main activity for persons in subsistence agriculture was growing crops (80%), followed by mixed farming (17%). Unpaid work, constituting activities performed for self-benefit or the benefit of others without pay (such as subsistence agriculture (41%), other unpaid work (39%), and unpaid care work (21%)) was noted to be a largely rural phenomenon and performed by women with seven in every 10 of the population aged five years and above engaged in unpaid work. Unemployment and underemployment in Uganda have been further exacerbated by COVID-19, where one in every four persons lost their jobs due to the pandemic. The majority of the working-age population is in the subsistence economy (39.3%), having declined from 43.3% in 2012/13. This notwithstanding, the majority of Ugandans work in precarious and non-rewarding work or in jobs that cannot offer decent incomes. Up to 83.5% of the Ugandan population aged between 15-29 work in poor-quality informal jobs. This calls for strengthening social protection at work, including the living wage and health insurance.

✓ **Addressing old age vulnerability builds the resilience of older persons and children in their care:** older persons in Uganda aged 60 years and above constitute 4.3% of Uganda's total population (1,500,000 in absolute terms). The number is projected to increase to over 6,000,000 persons by 2050. Up to 45 per cent of older persons live in Poverty, while only one in five older persons can access any form of credit (goods, cash, or services). This is compounded by the low coverage of social security, where only 2.3% of older persons receive a pension. Over the years, with the breakdown of the traditional support mechanisms, family care for older persons has been declining, and yet responsibilities for the care of children have been increasing, with almost two out of three older persons caring for young

children. Because of increased frailty due to old age, inability to work, and lack of care from families, older persons often became poor or vulnerable to falling into poverty.

✓ **Disability: The progress of the country is judged by those on the sidelines of society:** it is estimated that four out of every 25, or 16 per cent of the Ugandan population, are disabled. Disability is highest among children at 12.5% compared to other age segments. Persons with disabilities face numerous challenges, including but not limited to the inability to access health facilities, schooling, and employment. For example, there are 172,864 children with special needs in primary schools, comprising only 2.0% of total primary-level enrolment and 9% of all children with special needs. Similarly, out of 1,370,583 students enrolled in secondary schools in Uganda, only 8,945 students (0.6%) have special learning needs19.

✓ **Addressing the vulnerability of informal workers in a growing informal sector:** Self-employment has become a predominant characteristic in Uganda. Informal sector employment in Uganda currently stands at 83% of the total employment, with higher participation of women compared to men. This is expected to further increase with the projected population increase by 2050. Informality is correlated with low human capital, limited access to basic services, limited financial inclusion, low earnings, and high susceptibility to shocks. Despite these vulnerabilities, informal sector workers are not fully covered by social protection programmes. While the Government, through the Uganda Retirements Benefits Regulatory Authority (URBRA), has registered growth of social insurance schemes for the informal sector, coverage is still very low. Evidence from studies conducted on social protection instruments indicates that the provision of social protection and economic inclusion programmes for the informal sector is critical for enabling workers to build sustainable livelihoods and, by so doing, contributes to building a productive and informal economy, which is critical for the attainment of Human Capital Development.

✓ **Shock-responsive social protection programmes help build the resilience and capacity of the poor to prepare for, cope with, and adapt to shocks.**

Over the years, Uganda, like other countries, has been severely affected by a range of multiple shocks. Between 1980-2012, the annual frequency of natural disasters, mostly attributable to climate change, increased by 250%, and the number of people affected increased by 140%. Between 2015-2022, 77% of the total population was affected by the effects of drought, 62% was affected by sharp changes in prices, 61% by crop pests

and diseases, 50% by livestock diseases, 15% by floods, and the entire nation (100%) by COVID-19. The high frequency of shocks and their correlation with poverty are significant, and the above-described systemic drivers of poverty remain a challenge, especially in rural areas. According to the Uganda National Panel Survey (UNPS) data (2019/20), the share of households that experienced shocks during the last decade ranged from 30 percent to 40 percent, with rural and the poorest households affected the most. These shocks frequently resulted in a decline in income and assets. Poor households, especially in the rural areas, are more prone and have been severely affected by shocks. Because of their underlying vulnerability, shocks often push poor people into deeper poverty, displacement, and loss of livelihoods, assets and, as a result, they are forced to adopt negative coping mechanisms such as selling remaining land, cutting down on meals, taking children out of school thus negatively impacting on health, education, social and economic outcomes.

✓ **Social protection contributes to the success of Uganda's well-spoken refugee policy.** Uganda hosts over 1.5 million refugees, making it the third-largest refugee-hosting country in the world and the largest in Africa. Although Uganda is known as the world's best place for refugees because of supportive legislative and policy frameworks for refugees, many barriers still hinder the inclusion of refugees and asylum seekers in the country's social protection system. Refugees are faced with poverty, risk, and vulnerability because of their presumed temporary status, unpredictable length of their stay, and the low social protection coverage of the national host population. In some of the country's refugee-hosting districts, refugees have access to social assistance through non-government agencies such as DRDIP. In other areas, however, they are often excluded from national social protection programmes such as SAGE. Even in the few situations where social assistance is available to the refugees, a key obstacle to access to the only available social protection programmes is the lack of documentation and limited funding allocation and awareness regarding procedures and eligibility requirements. It is also possible that some refugees face difficulties in accessing existing opportunities due to ambiguity or imprecision in programmes' rules being ambiguous or imprecise. One exception to the lack of government-supported social assistance for refugees is the Development Response to Displacement Impacts Project (DRDIP), an IDA-funded intervention under the Inter-Governmental Authority on Development (IGAD). This is the key GoU programme extending social protection and self-reliance support to refugees. This project aims to address gaps in social and economic infrastructure, promote sustainable environmental management through Labour Intensive Public Works (LIPW), and provide livelihood support to

both hosts and refugees, as well as promote cohesion between the two communities.

✓ **If Uganda is to break the rural poverty cycle, the country must invest in appropriate shock-responsive social protection for mitigating risks to agricultural and other related production. Mudslides, landslides, and flooding, particularly in the country's mountain regions and related districts, have increased over the last 30 years. The combined effects of these crises are deaths and destruction, and an estimated 200,000 Ugandans are affected each year by the disasters.**

Uganda has a complex risk profile. Besides the country's rapid population growth (the second highest in the world), soil erosion and degradation, the impacts of malaria, HIV/AIDS, and, more recently, COVID-19 and Ebola crises have all combined in the past to exacerbate Uganda's stress factors and vulnerability. Trends in climate also reveal increased risk, with average temperatures increasing by 1.3°C since the 1960s, water scarcity and floods posing a growing threat, and the country experiencing extreme weather events more frequently. With over 90 percent of the rural residents relying on rain-fed subsistence agriculture to sustain their livelihoods, the occurrence in the country of devastating drought events in the early 2010s caused severe food shortage, increased livestock mortality rates, and consequently, many people slipped into poverty. These events are mainly attributable to climate change.

- **Building resilience to shocks: social protection such as cash transfers helps the poor and** vulnerable and protects assets, which helps to reduce their vulnerability to idiosyncratic or covariant shocks. For example, basic assistance enables them to prevent the distress sale of assets in times of crisis.

- **Social protection increases the impact of Government investment in other sectors: Besides reducing poverty and inequality, social protection enables recipients to make use of more government services, including accessing markets and other economic opportunities, thus enhancing human capital development.** Social protection increases the impact of investment in other sectors, such as agriculture, education, financial services, and infrastructure, especially through the creation of a broader, more active economic base through the redistribution of income to the poorer members of society. Cash transfers reduce inequality and the depth of poverty. The evaluation of SAGE found out that because of the grant, the poverty gap among beneficiary households had been cut by 11% and would fall by 20% if the grant targeted older aged 65 years. Furthermore, because of SAGE in the pilot districts, school attendance from beneficiary households improved by 14% between 2009 and 2014 compared to only 7% for non-beneficiary households. Further, investment in social protection

enables households to avoid harmful coping strategies in the face of economic shocks, child labour, and removing children from school.

- **Building and strengthening the social contract:** by addressing some of the root causes of social exclusion and discrimination, social protection plays a key role in rebuilding the social contract between the state and its citizens and repositioning public policy within the realm of rights. This helps to create a strong social contractual relationship between the state and citizens, for example, the restless youth.

- **Social protection interventions support the country's economic growth and development:** Investment in social protection is a core component of long-term, sustainable economic growth. Social protection enhances growth at the local level through the multiplier effects of increased local consumption and improving labour market outcomes. It is also an effective tool that allows governments to bring about other economic reforms that have positive effects on economic growth, such as a reduction in inefficient commodity subsidies. Similarly, it enables the economy to cope with macroeconomic shocks by increasing demand and is now regarded by the IMF as a critical element in any national growth strategy.

- **Social protection enables the Government to sustain the gains made in poverty reduction**, pulling the poor out of poverty but also supporting the non-poor not to fall back into poverty and remain out of poverty through appropriate social protection instruments. Despite the economic growth and poverty reduction that the country registered over the years, its people are still stuck with a low quality of life, exacerbated by the growing inequality. Inequality, as measured by the Gini coefficient, rose from 0.40 in 2012/13 to 0.42 in 2016/17 before marginally dropping to 0.41 in 2019/20. A Gini coefficient that is greater than 0.40 is regarded as high inequality, which therefore categorizes Uganda as a high inequality country.

  Based on the new poverty line of USD 1.77 per person per day, the share of Ugandans living in poverty stood at 30.1%, representing 12.3 million poor persons in 2019/20. Thus, using the upper poverty line increases the number of poor persons by 4 million from that estimated using the existing poverty line of USD 1.0 of 8.3 million. Nearly 33.8 percent of the rural population and 19.8 percent of the urban population are living in poverty. The poverty headcount at USD 1.9 per person per day (2011 PPP-international comparison) is 41.1 percent, and in absolute numbers, income-poor persons are estimated at 16.9 million.

  Poverty in Uganda remains a rural phenomenon, but urban poverty is on the rise. The share and number of poor persons in urban areas significantly rose. Overall, the incidence of poverty in rural areas is more than two times the rate of poverty in urban centres. Up to 23.4% of the population, or about 7.0 million people, live in absolute poverty, compared to only 1.3 million people who are poor. There is clear evidence of regional disparity in income as depicted by poverty headcounts of 35.9% in Northern Uganda, 25.9% in the Eastern region, 14.4% in the Western

region, and 8.7% in the Central region. Rural poverty is strongly associated with the dependence of rural households on agriculture.

- **Cash transfers expand choices and give recipients the flexibility to use the transfers according to their own needs and priorities, and they stimulate economic activities by injecting purchasing power into local markets.**

- **Cash transfers contribute directly to increasing the income of beneficiaries and decreasing monetary poverty (poverty headcount), they increase household food expenditure, and they can decrease income inequality (if transfers are of adequate size).**

- **Increasing household productivity: Social protection enables recipients to invest in productive assets and diversify economic activities.** Cash transfers increase beneficiaries' savings, investment in livestock and agricultural assets and land under farm, and use of improved seeds, fertilizers, and hired labour, increased.

(iii) Communication objective: Increase awareness of HCD/National development agenda (linkage with other initiatives)

- **Social protection complements existing Government interventions** such as the Youth Livelihood Programme, Uganda Women Entrepreneurship Programme, Disability Grant; Financial Inclusion interventions such as the Parish Development Model, and routine social services provided under the different sectors of health, education, agriculture, and disaster management, among others.

- **The Social Protection Strategy is a key contributor to the National Development Plan's Human Capital Development Programme** - The NDP III and IV have adopted a programme-approach to planning and implementation. Human Capital Development Programme is one of the programmes through which enhancing SP as a strategy has been mapped under objective 5, which seeks to reduce vulnerability and gender inequality along the lifecycle. Particularly, the NDP III prioritises provision of Direct Income Support, Expansion of the coverage for Social Insurance as well as Social Care services for the vulnerable.

- **Social protection is aligned to the NRM Manifesto 2021-2026**.

(iv) Communication objective: Raise the profile and visibility of SP
Same messages as in (i) and (ii) above

(v) Communication objective: Downstream – how different programs work
These are specific to programmes/interventions and are best developed at that level.

APPENDIX III: Communications Action/Work Plan

This is a sub-sector-wide strategy with several programmes/interventions under it. It is, therefore, not possible to develop a specific work plan that can be followed by each of the social protection programmes/interventions. Secondly, it is anticipated that over the five-year life of this strategy, each entity will develop its annual work plans depending on its specific needs, stage of implementation of the intervention, etc. What is provided here is a framework of activities that can be implemented at the MGLSD/coordination level, as well as those that can be adapted by each programme/intervention for this own purpose.

A) UPSTREAM

Communication Objective 1: Increase awareness and understanding of the country's social protection system and programming among key policy/decision-makers.

Activity/Communications Channels/Tools/Tactics	Target Audience	Key Messages	Frequency (over 5 years)	Deliverables	Responsible agency
Meetings - Strategic meetings: With the President, Minister of Finance; Speakers of Parliament - Leveraging meeting opportunities e.g. Presidential Economic Commission engagements with the President (with NPA)	Key Decision, makers - the President, /Cabinet/ MOFPED/Speakers of Parliament	The cost of NOT investing in social protection, Impacts of social protection intervention; Funding required for social protection, How social protection contributes to Government socio-economic development agenda (livelihoods, health, education),	Quarterly	Meetings, demonstrated understanding of social protection, Increased budget	Minister, MGLSD, MOH
Legacy media – Radio, TV and print – Talk shows, Features, news coverage					

Radio - Radio talk shows, news coverage	Policy makers/ MDAs, MPs	What is social protection, impacts of social protection programmes, cost of not implementing social protection, lessons/ learning from implementation Funding required for social protection	Quarterly	Talk shows	MGLSD, Various Programmes
TV - Talk shows, news coverage	Policy makers/ MDAs, MPs,	What is social protection, impacts of social protection programmes, cost of not implementing social protection, lessons/ learning from implementation Funding required for social protection.	Quarterly	Talk shows	MGLSD, Various Programmes
Newspapers - features, explanatory articles	Policy makers/ MDAs, MPs,	What is social protection, impacts of social protection programmes, cost of not implementing social protection (specific	Quarterly	Newspaper articles	MGLSD, Various Programmes

		interventions), lessons/ learning from implementation, Funding required for social protection			
Web/Online/social media					
Websites – MDAs, Development partner, other international agencies: mgsld.go.ug; socialprotection.go.ug; opm.go.ug; health.go.ug; publicservice.go.ug; https://www.wfp.org/countries /uganda; https://www.unicef.org/uganda/,	Policy makers, researchers, CSO, Development partners	Impacts, cost of not implementing social protection, lessons/ learning from implementation, success stories, Funding for social protection	Through out the years	High quality Website content – videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers
Blogs/Vlogs – Content for existing and new blogs/vlogs	Policy makers, researchers, CSO, Development partners	Impacts, cost of not implementing social protection, lessons/ learning from implementation, success stories, Funding for social protection	Through out the years	High quality Website content – videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers
Podcasts – selected themes/messages	Policy makers, researchers, CSO, Development partners	Impacts, cost of not implementing social protection, lessons/ learning from implementation, success stories, Funding for social protection	6 podcasts per year	High quality audio on selected themes/ topics	MGLSD, various programme implementers

Wikis	Policy makers, researchers, CSO, Development partners	Impact, cost of not implementing social protection, lessons/ learning from implementation, success stories, Funding for social protection	Developed once, content uploaded weekly	High quality Website content – videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers
Social media (X, Facebook, WhatsApp)	Policy makers, researchers, CSO, Development partners	Impact, cost of not implementing social protection, lessons/ learning from implementation, success stories, Funding for social protection	Quarterly social media campaigns	High quality Website content – videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers

Communication Objective 2: Increase the proportion of policy/decision-makers who demonstrate goodwill for social protection by allocating more funding.

Activity/ Communications Channels/Tools/ Tactics	Target Audience	Key Messages	Frequency (over 5 years)	Deliverables	Responsible
Meetings - Strategic meetings: With the President, Minister of Finance; Speakers of Parliament - Leveraging meeting opportunities e.g. Presidential Economic Commission engagements with the President (with NPA) Engagements with champions	Key Decision, makers - the President, /Cabinet/ MOFPED/ Speakers of Parliament	The cost of NOT investing in social protection, Funding required for social protection,	Quarterly	Meetings, Increased budget	MGLSD,
Websites – MDAs, Development partner, other international	Policy makers,	Impacts, cost of not implementing social	Throughout the years	High quality Website content – videos, text,	MGLSD, various

agencies: mgsld.go.ug; socialprotection.go.ug; opm.go.ug; health.go.ug; publicservice.go.ug; https://www.wfp.org/countries/uganda; https://www.unicef.org/uganda/,	researchers, CSO, Development partners	protection, lessons/ learning from implementation, success stories, Funding for social protection		photos, infographics, illustrations, animations	programme implementers,

Communication objective 3: Increase awareness of stakeholders (Policymakers, influencers, etc) on the contribution of social protection to the national development agenda (Human Capital Development, growth, development) and how it contributes to and is linked to other Government socio-economic transformation initiatives (improving household incomes, wealth creation)

Legacy media – Radio, TV and print – Talk shows, Features, news coverage	Target Audience	Key Messages	Frequency (over 5 years)	Deliverables	Responsible agency
Radio - Radio talk shows, news coverage	Policy makers/ MDAs, MPs,	What is social protection, impacts of social protection programmes, cost of not implementing social protection, lessons/learning from implementation, Funding required for social protection	Quarterly	Talk shows	MGLSD, Various Programmes
TV - Talk shows, news coverage	Policy makers/ MDAs, MPs,	What is social protection, impacts of social protection programmes, cost of not implementing social protection, lessons/learning from implementation, Funding required for social protection	Quarterly	Talk shows	MGLSD, Various Programmes
Newspapers -	Policy makers/	What is social	Quarterly	Newspaper	MGLSD,

features, explanatory articles	MDAs, MPs,	protection, impacts of social protection programmes, cost of not implementing social protection (specific interventions), lessons/learning from implementation Funding required for social protection		articles	Various Programmes
Web/Online/social media					
Websites – MDAs, Development partner, other international agencies: mgsld.go.ug; socialprotection.go.ug; opm.go.ug; health.go.ug; publicservice.go.ug; https://www.wfp.org/countries/uganda; https://www.unicef.org/uganda/,	Policy makers, researchers, CSO, Development partners	Impacts, cost of not implementing social protection, lessons/learning from implementation, success stories, Funding for social protection	Through out the years	High quality Website content – videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers
Blogs/Vlogs – Content for existing and new blogs/vlogs	Policy makers, researchers, CSO, Development partners	Impacts, cost of not implementing social protection, lessons/learning from implementation, success stories, Funding for social protection	Through out the years	High quality Website content – videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers
Podcasts – selected themes/messages	Policy makers, researchers, CSO, Development partners	Impacts, cost of not implementing social protection, lessons/learning from implementation, success stories, Funding for social protection	6 podcasts per year	High quality audio on selected themes/topics	MGLSD, various programme implementers
Wikis	Policy makers, researchers, CSO, Development partners, media	Impacts, cost of not implementing social protection, lessons/learning from implementation, success stories, Funding for social protection	Developed once, content uploaded weekly	High quality Website content – videos, text, photos, infographics, illustrations,	MGLSD, various programme implementers

				animations	
Social media (X, Facebook, WhatsApp)	Policy makers, researchers, CSO, Development partners,	Impacts, cost of not implementing social protection, lessons/learning from implementation, success stories, Funding for social protection	Quarterly social media campaigns	High quality Website content – videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers
Publications – digital and print: Policy Briefings, Annual Reports, Newsletters	Policy makers, researchers, CSO, Development partners, media	Impacts, cost of not implementing social protection, lessons/learning from implementation, success stories, Funding for social protection	Quarterly, annually	High quality Website content – videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers

Communication objective 4: Raise the profile/visibility of and position social protection at the national level as a core element to the Government's growth and development agenda

Branding – development of identity – logos, straplines, colours for social protection in Uganda, in general. Specific interventions – SAGE, National Health Insurance are encouraged to develop their own brands/names/logos/colours	All target audiences: Policy makers, policy influencers, beneficiaries of programmes, implementing agencies, public/citizenry	What is social protection? What comes to mind when you think about social protection in Uganda?	Yr 1,2,3,4,5	Hire a PR firm/ practitioner to facilitate the process	MGLSD-Commissioner, TWG, Communications officer, MGLSD
Legacy media – Radio, TV and print – Talk shows, Features, news coverage					
Radio - Radio talk shows, news coverage	Policy makers/ MDAs, MPs, researchers, CSO, academia, media, Development partners	What is social protection, impacts of social protection programmes, cost of not implementing social protection, lessons/learning from implementation Funding required for	Quarterly	Talk shows	MGLSD, Various Programmes

		social protection			
TV - Talk shows, news coverage	Policy makers/ MDAs, MPs, researchers, CSO, academia, media, Development partners	What is social protection, impacts of social protection programmes, cost of not implementing social protection, lessons/learning from implementation Funding required for social protection	Quarterly	Talk shows	MGLSD, Various Programmes
Newspapers - features, explanatory articles	Policy makers/ MDAs, MPs, researchers, CSO, academia, media, Development partners	What is social protection, impacts of social protection programmes, cost of not implementing social protection (specific interventions), lessons/learning from implementation Funding required for social protection	Quarterly	Newspaper articles	MGLSD, Various Programmes
Web/Online/social media					
Websites – MDAs, Development partner, other international agencies: mgsld.go.ug; socialprotection.go.ug; opm.go.ug; health.go.ug; publicservice.go.ug; https://www.wfp.org/countries/uganda; https://www.unicef.org/uganda/,	Policy makers, researchers, CSO, academia, media, Development partners	Impacts, cost of not implementing social protection, lessons/learning from implementation, success stories, Funding for social	Throughout the years	High quality Website content – videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers,

		protection			
Social media (X, Facebook, WhatsApp)	Policy makers, researchers, CSO, Development partners, media	Impacts, cost of not implementing social protection, lessons/learning from implementation, success stories, Funding for social protection	Quarterly social media campaigns	High quality Website content – videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers

B. DOWNSTREAM

(i) Increase awareness and knowledge of social protection services/programmes at the community and beneficiary levels – to empower them to assert their rights and roles and protect them from exploitation and abuse by deceitful elements in the communities, but also to demand for accountable social protection services.

Activity/Communication Channels/Tools/Tactics	Target Audience	Key Messages	Frequency (over 5 years)	Deliverables	Responsible
Meetings - Local level meetings/community barazas	Citizenry, beneficiaries, general public	Rights, obligations, empowerment, demand, accountability for social protection services	Quarterly	Community engagement meetings	MGLSD, implementers of social protection programmes
Radio - Radio talk shows, news coverage	Policy makers/ MDAs, MPs,	Rights, obligations	Quarterly	Talk shows	MGLSD, Various programmes
Social media (X, Facebook, WhatsApp)	General public, CSOs, community influencers, local leaders	Rights, obligations, demand, accountability in social protection programmes	Quarterly social media campaigns	High quality Website content – videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers
Translated materials – publications, podcasts	Last mile communities, beneficiaries, citizenry	Rights, obligations, demand, accountability in social protection programmes	6 podcasts per year	High quality podcasts translated into local languages	MGLSD, various programme implementers

(ii) Reduce local-level politicization of social protection services/programmes by ensuring maximum understanding of eligibility and enrolment criteria, targeting decisions among the public and political actors.

Activity/Communication Channels/Tools/Tactics	Target Audience	Key Messages	Frequency (over 5 years)	Deliverables	Responsible
Meetings - Local level meetings/community barazas	Citizenry, beneficiaries, general public	Rights, obligations, empowerment, demand, accountability for social protection services	Quarterly	Community engagement meetings	MGLSD, implementers of social protection programmes
Radio - Radio talk shows, news coverage	Policy makers/ MDAs, MPs,	Rights, obligations	Quarterly	Talk shows	MGLSD, various programmes
Social media (X, Facebook, WhatsApp)	General public, CSOs, community influencers, local leaders	Rights, obligations, demand, accountability in social protection programmes	Quarterly social media campaigns	High quality Website content videos, text, photos, infographics, illustrations, animations	MGLSD, various programme implementers
Translated materials – publications, podcasts	Last mile communities, beneficiaries, citizenry	Rights, obligations, demand, accountability in social protection programmes	6 podcasts per year	High quality podcasts translated into local languages	MGLSD, various programme implementers

(iii) Build the profile of social protection services/programmes amongst local government leadership and civil society, ensuring all stakeholders are aware of social protection services/programmes and their impact/benefits.

Activity/Communication Channels/Tools/Tactics	Target Audience	Key Messages	Frequency (over 5 rs)	Deliverables	Responsible
Branding – development of identity logos, straplines, colours for social protection in Uganda, in general. Specific interventions – SAGE, National Health Insurance are encouraged to develop their own brands/names/logos/ colours	All target audiences: Policy makers, policy influencers, beneficiaries of programmes, implementing agencies, public/citizenry	What is social protection? What comes to mind when you think about social protection in Uganda?	once	Identity for social protection - Logo, strapline, colours Identity for individual programmes	MGLSD, TWG, social protection programmes
Collateral – Visibility materials – banners, (wearables – caps, T-shirts), stationary – mousepads, pens), cars, etc.	All target audiences: beneficiaries of programmes, implementing agencies, public/citizenry policy makers, policy influencers,	What is social protection? What comes to mind when you think about social protection in Uganda?	Twice every year	Collateral for social protection Collateral for specific programmes	MGLSD, TWG, social protection programmes

APPENDIX IV: Budget

Est. Budget per Year

TOTAL BUDGE' UGX 1,439,000,160 US$ 386828

NO.	Activity	VOLUME		FREQUENCY		UNIT COST UGX	TOTAL (UGX)	TOTAL (USD)	REMARKS (please add clarification where needed)
		VOL	UNIT-1	FREQ	UNIT-2				
		TOTAL (UGX)		US$					
				3,720.00					
I	**Face to Face events (Meetings)**								
1	Meetings with Policy Makers	4	Meetings	1	Quarter	6,000,000	24,000,000	6,452	
2	Community Meetings - conducted by DLGs/TWG	4	Meetings	2	Region	15,000,000	120,000,000	32,258	East, West, North, South
3	Technical Working Group Meetings	4	Meetings	1	Year	6,000,000	24,000,000	6,452	20 members of TWG
4	District Local Governments Meetings	2	Meetings	145	Districts, cities	1,000,000	290,000,000	77,957	
	Sub total						**458,000,000**	**123,118**	
II	**Legacy Media**								
1	Radio Talkshows	2	Talkshows	45	Districts	4,000,000	360,000,000	96,774	2 talkshows in every 3 district & city
2	TV Talkshows	1	Talkshow	4	Stations	12,000,000	48,000,000	12,903	$ National TV stations
3	Newspaper placements	4	Placements	1	Year	12,000,000	48,000,000	12,903	
	Sub total						**408,000,000**	**122,581**	
III	**Web/Online Media Costs**								
1	Website maintenance costs	4	Times	1	Year	10,000,000	40,000,000	10,753	
2	Blogs/Vlogs	4	Times	1	Year	12,000,000	48,000,000	12,903	
3	Podcasts	6	Podcasts	1	Year	3,000,000	18,000,000	4,839	
4	Wiki	1	Times	1	year	15,000,000	15,000,000	4,032	
5	Social Media (Influencer costs)	4	Times	4	Influencers	4,000,000	64,000,000	17,204	
	Sub total						**185,000,000**	**49,731**	
IV	**Publications**								
1	Policy Briefings	4	Times	1	Year	10,000,000	40,000,000	10,753	
2	Newsletter	4	times	1	Year	15,000,000	60,000,000	16,129	
3	Annual Reports	1	Times	1	Year	30,000,000	30,000,000	8,065	
4	Brochures	4	Types	1	Year	10,000,000	40,000,000	10,753	
	Sub Total						**210,000,000**	**56,452**	
V	**Branding**								
1	Development of brand identity	1	Times	1	firm	30,000,000	30,000,000	8,064	Hire of a PR firm
2	Branded Visibility Materials - Tshirts	1	Times	1000	Tshirts	45,000	45,000,000	12,096	
3	Branded Visibility Materials - Mouse pads	1	Times	5000	mouse pads	10,000	50,000,000	13,440	
4	Car branding	1	Times	10	Cars	500,000	5,000,000	1,344	
	Sub total						**130,000,000**	**34,946**	
	Grand Total						**1,439,000,160**	**386,828**	

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& Social Develepment

Vision
A better standard of living, equity and social cohesion

Mission
Promotion of gender equality, social protection and transformation of communities

Goal
Promote employment and productivity, positive cultural values, rights of vulnerable groups and gender responsive development

The Expanding Social Protection Programme Management Unit

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WFP
World Food Programme

unicef
for every child