



**MASINDI DISTRICT LOCAL
GOVERNMENT
COMMUNICATION
STRATEGY**

July 2025

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A map of Uganda showing its districts. The districts are color-coded: yellow (Koboko, Yumbe, Moyo, Nyadri, Arua, Nebbi, Adjumani), pink (Kitgum, Pader, Lira, Oyam, Apac, Dokolo, Amoro, Gulu, Masindi, Bulisa, Hoima, Kiboga, Nakasongola, Nakasike, Luwero, Kayunga, Kamuli, Kairi, Paliisa, Budaka, Sironko, Bukwa, Nakapiripirit, Moroto, Kaabong, Kotido, Abim), orange (Amuria, Katakwi, Soroti, Kumi, Bukedea, Kapchorya, Bududa, Butaleja, Namutumba, Tororo, Iganga, Jinja, Mayuge, Bugiri, Busia), light green (Kabasira, Kibale, Kyenjojo, Kabarole, Bundibugyo, Kasere, Kamwenge, Ibanda, Kiruhura, Bushenyi, Mbarara, Rukungiri, Ntungamo, Isingiro, Rakai, Masaka, Mpigi, Mubende, Mityana, Kampala, Wakiso, Kalangala, Lake Victoria), and light blue (Kibale, Kyenjojo, Kabarole, Bundibugyo, Kasere, Kamwenge, Ibanda, Kiruhura, Bushenyi, Mbarara, Rukungiri, Ntungamo, Isingiro, Rakai, Masaka, Mpigi, Mubende, Mityana, Kampala, Wakiso, Kalangala, Lake Victoria). A red arrow points to the Masindi district, which is located in the central part of the country, bordering the pink and orange districts. A scale bar at the bottom left indicates distances of 0, 50, and 100 km.

Masindi District Vision

Transforming Masindi from a Rural subsistence Agricultural District to a thriving industrialized entity towards exemplary leadership and quality life for all.

Masindi District Mission Statement

To serve its people through coordinated delivery of services with focus on National and Local priorities to promote sustainable development of the District.

Foreword

The concept of communication strategy entails developing communication skills for effective service delivery. This involves among others :Optimum use of feedback, Use of multipronged method, Use of simple and direct language, Keep the channel of communication open, clarify ideas before communicating, Consider the environment for communication, Consult with others where appropriate and Follow up your communication.

Masindi District has immense growth prospects which require a multiplicity of communication systems and services so as to contribute substantially to the service delivery of the population. It's purpose is to ensure that the District is strategically positioned to attract development partners through the development of a suitable Communication strategy.

This is premised on the basis that the purpose of the strategy is to enable the District achieve the strategic objectives outlined in the District development plans and strategies which are linked to the District vision and the national vision of 2040. The strategy will enable the service providers to engage effectively with various stakeholders on service level standard. It will promote and demonstrate implementation progress of service level standards for successes and challenges in providing standard services.

The District communication strategy is a tool which provides guidance to all stakeholders and create a necessary environment that will attract development partners locally, nationally and internationally. I urge all the stakeholders, in both public and private sectors to embrace and implement policy for the good of the District in particular and the Country in general.

Byaruhanga Cosmas
District Chairperson July,
2025

1.0 District Local Government Development Plan Communication and Feedback Strategy/ Arrangements

The District communication strategy is a single, coherent narrative that describes a communication itinerary of District Local Government Development Plan at a strategic level. The main purpose of the strategy is:

1. To enable the District achieve the strategic objectives outlined in District Local Government Development Plan which are linked to the District vision and the national vision of 2040
2. To engage effectively with various stakeholders on service level standards
3. To demonstrate implementation progress of service level standards for successes and challenges in providing standard services.
4. To address issues relating to behavior and perceptions affecting service delivery standards, mechanisms and outcomes.
5. To disseminate local government targeted interventions/projects and their progress reports to inform/create awareness amongst the public.
6. To create awareness on the expected roles of various stakeholders in the implementation of planned targeted interventions, including LLGs, CSOs and the community at large.
7. To effectively manage people's expectations with regard to public service level standards of the District.
8. To strengthen the relationships between the people involved in the planning, implementation and M&E processes.
9. To Strengthen public ownership of the LG plans.
10. To promote transparency and accountability in all sectors of the District by providing the public with timely, accessible and accurate information in the implementation of the District Local Government Development Plans.
11. To empower the public to effectively scrutinize and participate in Government decisions that affect them through the planning and budgeting processes.
12. To provide a link between the District as a service centre and the public as service recipients.
13. To build a common understanding of the Public (audiences) and the priorities across all intervention initiatives by various stakeholders.

The District Communication strategy is an essential element of District Local Government Development Plan implementation, monitoring and evaluation framework. The strategy is to provide a basis for a well-coordinated community engagement through communication activities and channels targeting primary, secondary and tertiary stakeholders. It is crucial that all stakeholders in the LGDP process are adequately informed and mobilized to

understand and comply with the objectives, the targeted long-term outcomes and the strategic directions pursued in District Local Government Development Plan. On the other hand, an effective Communication strategy will also serve to actualize the required bottom-up influences presumed in the LGDP conceptual framework where local government priorities are expected to inform the selection of national sector development priorities. Similarly, an effective communication strategy will facilitate the transmission of monitoring and evaluation findings and recommendations to the respective centres where actions can be taken to address the issues that will be raised.

1.2 The Current Situation

The first District Local Government plan was implemented without a documented communication strategy. This strategic omission bred a lot of misinformation within and among various stakeholders. In a number of cases, the implementation initiatives of the planned interventions were misconstrued and highly politicised. Whereas a great deal was achieved within the planned period, the community remained dissatisfied. This negatively affected the implementation progress of the targeted interventions. The District conducted Barazas in all sub-counties on quarterly basis in every year of implementation of the first Local government Development plan. These Barazas were spearheaded and championed by the District chairperson. The purpose of these barazas was to obtain direct feedback from “the ground” as to the state of the implementation of government programmes. These barazas provided an opportunity for the District to gather information directly from service beneficiaries and stakeholders on the compliance of service delivery by the District and LLGs.

There was minimum evidence of horizontal communication between and among various stakeholders on Government programmes at all level of administration. The key stakeholders were not effectively sensitised on development issues, challenges and strategic development direction within the District and National Development plans. There was little evidence of innovative use of communication channels provided by the prevailing ICT environment i.e sms, Facebook, X account, whatsapp among others. There was inadequate well packaged communication messages and; inadequate sensitisation of media practitioners’ on strategic investments of Government and other engagements.

Whereas the Government investment intervention in service delivery was enormous, little was actually reported. Most capital investments were not commissioned as one of the requirements where the District was to hand over the facility to the public ready for use. One of the main channels of communication was through notice boards which was not very effective since it left out a lot of illiterate stakeholders. Worse still the notice boards were not easily accessed to the wide public since they were placed in lockable places at administrative units and other Government institutions. Experience has revealed that the most effective channel of communication in Masindi district was through the radio. Access to information through radio is very common. This is enhanced with mobile telephone communications during telephone call in talk show programmes on local radio platforms.

1.3 Values and Principles Guiding the LGDP Communication and Feedback Arrangements

The District Local Government Development Plan communication strategy is hinged on the following principles and values which are linked to the decentralisation policy of Local Governments:

1. Effective community participation and representation;
2. Accountability;
3. Equity in service delivery with gender and other dimensions of vulnerability;
4. Effective management of the District programmes, outcomes/impact, outputs and activities;
5. Continuous engagement of all stakeholders in planning, budgeting and implementation of District Local Government Development Plan;
6. Human rights approach to programming, planning and budgeting;
7. Right to access to information;
8. Civic rights approach and activities where people participate in peaceful activities to influence the policies of Government through civic organisations.

1.4 The Legal and Institutional Requirement

The legal and institutional framework of the District communication strategy is anchored on the following legal regime: The 1995 Constitution of the Republic of Uganda as amended; The Electronic Media Act; The Uganda Broadcasting Cooperation Act; The Press and Journalist Act; The Access to Information Act and The Local Government Act as amended among others. According to section 5 (1) of the Uganda Access to Information Act 2005, on the right of access to information, every citizen has a right of access to information and records in the possession of the State or any other organ or agency of the State except where the release of the information is likely to prejudice the security or sovereignty of the state or interfere with the right to privacy of any other person. Section 10 stipulates that for the purpose of the Act, the Chief Executive of each public body shall be responsible for ensuring that records of the public body are accessible under this Act. Records in this context means any recorded information in any format, including an electronic format in the possession or control of a public body, whether or not that body was created by it.

The District Council, as an organ/agent of the State is under obligation to fulfil the legal and institutional requirement of the law on access to information. The Chief Administrative Officer has the sole responsibility of authorizing the publication of any information which meets the legal requirement to the public through the established Government structures. At policy level, the District Chairperson and/or the Resident District Commissioner are required from time to time to inform the public on any development initiatives in the District under any sponsorship/funding in line with Government policies and programmes. Therefore, this strategy will be hinged on the tripartite apparatus of the Office of the District Chairperson, the Resident District Commissioner and to be powered by the Office of the Chief Administrative Officer as a custodian of all District/public information.

1.5 Objectives of the Communication Strategy

1. To ensure that all service providers and service recipients know and understand service level standards as per the sector specific National standard guidelines
2. To regularly gather feedbacks to ensure that service level standards, outputs and outcomes are maintained as per the planned targets.
3. To provide regular flow of information to stakeholders (Primary, Secondary and Tertiary stakeholders)
4. To regularly and periodically showcase the successes and challenges in achieving the set targets of District Local Government Development Plan through the local media both print and electronic and other information dissemination platforms.
5. To share and freely interact with the media fraternity on service level performance regularly and periodically.
6. To communicate and popularize the National Minimum Standards of Service Delivery (NMSSD).
7. To publicize and communicate the results of annual National assessment of the District against NMSSDs and the national assessment of minimum conditions and performance measures for the District and LLGs
8. To have all information relating to accountability performance and value for money communicated to stakeholders regularly through the appropriate media platform.

1.6 Key Communication Methods

The communication method of District Local Government Development Plan will depend on the type and category of audiences. The main audience in the District include but not limited to the following: the primary stakeholders which cover service level direct recipients (the community at large), secondary stakeholders (technocrats/bureaucrats, policy makers/politicians and implementing partners/NGOs) and the tertiary stakeholders (service providers, suppliers and contractors) among others.

Mapping of stakeholders

The District has various categories of audiences with need for interaction during the implementation process of District Local Government Development Plan. It is therefore, important to carry out the mapping of various categories of audiences for effective communication. The mapping of audiences is critical in prioritising and identifying the appropriate channels of communication. The audience is divided into four categories depending on priority and channels of communication. The first type of audience is the one which could be kept satisfied all the time with the District priorities and programmes contained in District Local Government Development Plan. This may include Central Government agencies and the donor community for the financial and other support extended to the District. This category of audience requires regular updates on the implementation progress of the planned interventions.

The second type of audience is the key players in the implementation of LGDP. This category comprises the District Council, the District Executive Committee, and the District

The third category of audience is the one which should be kept informed all the time. This includes the direct beneficiaries of services and/or interventions in District Local Government Development Plan i.e. the benefiting communities, organisations and groups among others.

The fourth category of audience is the Monitors which may include the wider public and other interest groups like opinion leaders, religious leaders, political commentators and pressure groups among others.

Messages intended to Different stakeholders

It is important to ensure that all stakeholders understand the vision, mission, strategic objectives, outputs and activities of the District. Therefore, the message is designed to link the audience to the strategic undertakings of the District through the planning and budgeting mechanisms. It should be observed that the type and content of the messages should be relevant and linked to the aspirations of the District. The messages ought to be as simple as possible to meet the understanding and capacity of different categories of audiences and the tasks of communication.

Table... Type of Audiences, Communication Channels and Messages

Type of Audience	Channels of Communication	Messages
<p>a) Keep satisfied all the time. This may include Central Government agencies and the donor community for the financial and other support extended to the District. This category of audience requires regular updates on the implementation progress of the planned interventions.</p>	<ul style="list-style-type: none"> • Internet facility (website, e-mail, Facebook, X) • Correspondences (letters) • Telephone calls and sms • Progress reports • Quarterly Meetings/briefings • News Letters etc. 	<p>Strategic Investments are progressing as planned. Physical and financial statements are ready for review and copies are attached. We are likely to delay the implementation due to late release of funds. There is need to have some policies and guidelines changed.</p>
<p>b) Key players This category comprises the District Council, the District Executive Committee, the District technocrats/bureaucrats, Members of Parliament of the District, Civil Society Organisations and the local media fraternity among others.</p>	<ul style="list-style-type: none"> • Policy & Technical Meetings, • Workshops, • Conferences, • Leaflets, • Press releases/ Adverts • Policy briefings, • Representation on committees/Boards • Internet facility (website, e-mail, Facebook,x) • Correspondences (letters) 	<p>Planned outputs and activities are implemented on schedule. Plans and Budgets are discussed by relevant agencies as per the regulations, policies and laws. Provide relevant and accurate information to stakeholders for positive publicity and accurate reports. Good knowledge of the policy environment. The human resource/personnel is highly skilled, trusty worthy and highly motivated.</p>

Type of Audience	Channels of Communication	Messages
<p>c) Keep informed all the time. This includes the direct beneficiaries of services and/or interventions in LGDPV i.e. the benefiting communities, organisations and groups among others.</p>	<ul style="list-style-type: none"> • Telephone calls and sms • Progress reports • Community Meetings • Barazas • Radio talk shows /Telephone call-in • News Letters • Flyers • Leaflets • Advertisements/Jingoes 	<p>Maintain Government facilities. Support Government Programmes. Take children to school. Have all children immunised. All households are declared Open Free Defecation (ODF). Meet all your obligations as a citizen. District has a policy on zero tolerance to corruption. The services meet the required national standards and grounded in robust evidence.</p>
<p>d) Monitors This includes the wider public and other interest groups like opinion leaders, religious leaders, political commentators and pressure groups among others.</p>	<ul style="list-style-type: none"> • Community Meetings • Barazas • Radio talk shows /Telephone call-in • News Letters • Flyers • Leaflets • Advertisements/Jingoes 	<p>We need the support of policy makers to enact pro-people legislations. The District MPs should lobby support to benefit the poor and other vulnerable groups. The public funds should not be misused and abused by technocrats. Resource allocation should be needs based</p>

Table.....Masindi District Communication Strategy Budget Estimate

Output	Targets	Unit Cost
Radio talkshows conducted	6	500,000
Community Dialogue - Barazas conducted	4	2,000,000
Financial and other relevant information posted on various notice boards	4	200,000
The District website www.masindi.go.ug regularly updated	4	150,000
Information, Education and Communication (IEC) materials produced and distributed	1	2,000,000
Road drives conducted	4	1,000,000