



THE REPUBLIC OF UGANDA

THE NATIONAL BUDGET MONTH REPORT FY2020/21



**By MOFPED in partnership with URA,
BoU, CSBAG, PSFU, SEATINI, ODI-BSI and
ACODE**

Ministry of Finance, Planning and
Development in partnership with Uganda
Revenue Authority, Bank of Uganda, Civil
Society Budget Advocacy Group, Private
Sector Foundation Uganda, Southern and
Eastern Africa Trade Information and
Negotiations Institute, Overseas
Development Institute – Budget
Strengthening Initiative and Advocates
Coalition for Development and
Environment

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ABBREVIATIONS

ACODE	Advocates Coalition for Development and Environment
BoU	Bank of Uganda
BBS	Buganda Broadcasting Services
BPED	Budget Policy and Evaluation Department
CSBAG	Civil Society Budget Advocacy Group
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
FY	Financial Year
GoU	Government of Uganda
M(S)FPED	Minister of State for Finance, Planning and Economic Development
MDAs	Ministries, Departments and Agencies
MFPEd	Minister of Finance, Planning and Economic Development
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
ODI-BSI	Overseas Development Institute- Budget Strengthening Initiative
PFMA	Public Finance Management Act
PS/ST	Permanent Secretary/ Secretary to the Treasury
PSFU	Private Sector Foundation Uganda
SEATINI	Southern and Eastern Africa Trade Information and Negotiations Institute
SMEs	Small and Medium Sized Enterprises
UBC	Uganda Broadcasting Corporation
UShs	Uganda Shillings
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau

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This report was drafted by a team from the Ministry of Finance, Planning and Economic Development (MoFPED), with contribution from the National Budget Month FY2020/21 Partners, that is, Uganda Revenue Authority (URA), Bank of Uganda (BoU), Civil Society Budget Advocacy Group (CSBAG), Private Sector Foundation Uganda (PSFU), Southern and Eastern Africa Trade Information and Negotiations Institute (SEATINI), Advocates Coalition for Development and Environment (ACODE) and Overseas Development Institute - Budget Strengthening Initiative (ODI-BSI).

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EXECUTIVE SUMMARY

The Ministry of Finance, Planning and Economic Development (MoFPED), in partnership with Uganda Revenue Authority (URA), Bank of Uganda (BoU), Civil Society Budget Advocacy Group (CSBAG), Private Sector Foundation Uganda (PSFU), Southern and Eastern Africa Trade Information and Negotiations Institute (SEATINI), Advocates Coalition for Development and Environment (ACODE) and Overseas Development Institute- Budget Strengthening Initiative (ODI-BSI) held the National Budget Month (NBM) FY2020/21 from 28th May to 10th June 2020. The objective of the NBM FY2020/21 was to increase awareness and publicity for the National Budget, and thus heighten public ownership of the National Budget, improve public accountability and enhance service delivery.

The NBM FY2020/21 was held under the theme “Sustainable Industrialization for Inclusive Growth, Employment and Wealth Creation”. Due to the COVID-19 mitigation measures, the NBM activities for FY2020/21 were held in a scientific manner, but were still able to contribute to the overall objectives of the NBM.

The activities that were implemented were: the High-Level Pre-Budget Speech Dialogue; the Launch of the PFMA 2015 index; the Budget Speech; the Post Budget E-Conference; Post Budget Speech Media engagements; and, the Launch of the Open Budget Survey results for 2019. Radio, TV and social media were maximally used to reach out to the public across the country to enhance awareness about the National Budget, which is essentially the people’s budget.

The NBM FY2020/21 further increased public awareness about the different Government interventions that have been put in place to stimulate socioeconomic recovery. Furthermore, the activities of the NBM FY2020/21 facilitated citizen’s participation and appreciation of the role of the National Budget in their day-to-day lives; Government MDAs obtained feedback on how public service delivery can be improved; the public was sensitised on their role in promoting accountability and better service delivery, through increased vigilance; and, there was increased collaboration between Government, Civil Society and the Private sector towards improving service delivery.

However, the achievements notwithstanding, a number of challenges were experienced during implementation, including: delays in making decisions regarding the implementation of the events, which led to some lost time and publicity; Delayed commitment on sponsorship leading to some delays in implementation of the publicity plan for the activities; delayed publicity due to the onset of the COVID-19 pandemic; non-attendance of some panellists due to various reasons; and, limited Citizens' participation caused by COVID-19 mitigation measures.

Overall, the objectives of the NBMFY2020/21 were largely achieved, as citizens were able to freely participate in the discussions on the Budget through the various platforms, thus associating with the National Budget and with agencies that participated during the Month's activities.

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I. INTRODUCTION

1. The National Budget Month is an initiative by the Ministry of Finance, Planning and Economic Development (MoFPED) implemented annually since June 2018, with the aim of increasing awareness and publicity for the National Budget, thus heightening public ownership of the National Budget, improving public accountability and service delivery.
2. In FY2018/19, the Budget Week attracted 48 exhibiting institutions and over 229 visitors to the Service Excellence Exhibition. In FY2019/20, the National Budget Month (NBM) was jointly implemented by MoFPED in partnership with the Uganda Revenue Authority (URA) and the Civil Society Budget Advocacy Group (CSBAG), and attracted 143 exhibiting institutions (122 Government agencies and 21 Civil Society Organisations) and an estimated 4,000 visitors to the exhibition stalls.
3. In FY2019/20 therefore, Government directly interacted with over 14,000 Ugandans and indirectly reached out to the wider public via traditional media platforms. There were over 73,000,000 impressions created on social media about the National Budget and 83.5% of the participants at the Budget Breakfast engagements indicated that they were better informed about the National Budget and its impact on them (Regional Budget Breakfast Feedback Report, 2019).
4. In FY2020/21, under the theme “Sustainable Industrialization for Inclusive Growth, Employment and Wealth Creation”, the NBM was expected to further increase publicity and public ownership for the National Budget, enhance accountability and service delivery. NBM activities such as the Service Excellence Exhibition were organised to facilitate direct physical interaction between the Government agencies and the citizens, in order to further the objectives of the NBM.
5. However, with the national lockdown created as a result of the COVID-19 pandemic, the FY 2020/21 NBM activities that were slated for May 2020 could not take place, particularly those that were anticipated to congregate people. In light of this situation, MoFPED, together with URA, BoU, CSBAG, PSFU, SEATINI, ACODE and ODI-BSI, nevertheless carried out activities that contributed to the eventual objectives of the NBM.

6. The National Budget Month FY2020/21 took place from 28th May 2020 to 10th July 2020. The activities held were: The High-Level Pre-Budget Speech Dialogue; the Launch of the PFMA 2015 index; the Budget Speech; the Post Budget E-Conference; Post Budget Speech Media Engagements; and, the Launch of the Open Budget Survey results for 2019.
7. The remainder of this report is structured as follows: Section II highlights the Goal, Objectives and the Desired Outcomes of the NBM FY2020/21; section III highlights the Methodology used; section IV highlights the Achievements of the NBM FY2020/21; section V highlights the Challenges and Lessons Learnt; section VI provides the Recommendations; and, section VII gives the Conclusion.

II. THE GOAL, OBJECTIVES AND DESIRED OUTCOMES OF THE NBMFY2020/21

The Goal

8. The goal of the NBMFY2020/21 activities was to further enhance awareness and publicity for the National Budget, thus leading to increased public ownership of the Budget, heightened accountability for public resources by Government MDAs and an enhanced service delivery experience for all Ugandans.

The Objectives

9. The specific objectives of this activity were as follows:
 - i) Inspire public ownership of the National Budget and buy-in for Government programs through increased public involvement in Budget activities;
 - ii) Equip Ugandans with knowledge and information to enable the effective monitoring of the National Budget execution phase for betterment of their livelihoods;
 - iii) Increase collaboration amongst providers of public services for improved service delivery;
 - iv) Heighten public accountability and service delivery by Government MDAs;
 - v) Increase the level of public awareness about their tax obligations to facilitate voluntary tax compliance; and,
 - vi) Increase public awareness about Budget Transparency Initiatives for enhanced monitoring of Government programmes.

The Desired Outcomes

10. The desired outcomes that were expected out of the NBM FY2020/21 were:
 - i) Stronger public appreciation of the role of taxes to their communities;
 - ii) Improved public image and trust for Government;
 - iii) Improved collaboration amongst Government agencies in demonstrating accountability for Public resources;
 - iv) Improved Public awareness of the key Government programmes and how the public can get involved in demanding and causing the provision of better services;
 - v) Improved GOU service provision to the public;
 - vi) Improved growth for SMEs and increase in their contribution to tax;
 - vii) More active participation of Ugandans, including those in the diaspora in building the Uganda's economy; and,
 - viii) Increased voluntary tax compliance and tax revenue growth.

III. THE METHODOLOGY

11. Due to the COVID-19 mitigation measures put in place by the Ministry of Health which included the restriction on public gatherings, the activities for the NBM FY2020/21 were undertaken through electronic platform engagements with the public, as broken down below:

a) Theme:

“Stimulating the Economy to Safeguard Livelihoods, Jobs, Businesses and Industrial Recovery.”

b) Hash Tag:

#KnowYourBudget20

c) Budget Speech Countdown Messages:

12. In order to prepare the public and enlist their participation, the NBM partners undertook the following activities:
 - i) Aired the Budget Speech Countdown Messages on three Television Stations ((NTV, UBC and BBS) and two Newspapers, i.e. New vision and Daily Monitor,
 - ii) Published the NBM FY2020/21 program in two daily newspapers: The New Vision and the Daily Monitor; and,
 - iii) Published the Budget Countdown and the NBM FY2020/21 program on the partner websites.

d) The Budget Month Publications

13. To ensure that consistent information was disseminated across the country, the following documents were published and shared via the different platforms:
 - i) The Tax Amendments Booklet;
 - ii) The Citizen`s Guide to the Budget; and,
 - iii) Infographics on the budget summary, expenditure data, fiscal reforms, PFM reforms, and the Government response to mitigate the impact of the disasters that had hit the country (the COVID-19 pandemic, the floods and the locusts). These infographics were also shared with Members of Parliament during the Budget Speech Reading event.

e) The High Level Pre-Budget Speech Policy Dialogue:

14. To activate and further enhance public discussions and endearment to the National Budget, Government, in partnership with the Advocates Coalition for Development and Environment (ACODE) and the Civil Society Budget Advocacy Group (CSBAG) and the other NBM partners held an online High-Level Policy Dialogue on the National Budget on Thursday, 28th May 2020 under the theme ***'Fiscal responses to Covid-19 Pandemic and Economic Recovery'***.
15. The dialogue involved a keynote presentation on priorities and measures for economic recovery by MoFPED, and a panel discussion with the option of calling in by viewers and other key actors. The panel focused on: support to SMEs and households; implications of social distancing after the lockdown; measures for strengthening the health sector; and, options for debt restructuring and contract variation. The dialogue was broadcast on NTV & NBS Television and streamed online on Twitter and Facebook.
16. The dialogue reached an estimated 5 million Ugandans through the different communication platforms. Based on the 2019 IPSOS television viewership survey statistics, it is estimated that the dialogue reached 365,647 Ugandans through NBS Television, and 498,609 Ugandans through NTV Uganda. On social media, the dialogue reached 2,569,551 people via ACODE's twitter page, 34,854 via the NBS Twitter Page and 1,529,414 people via the NTV twitter page. The dialogue was also streamed live on ACODE's Facebook page where it reached 1,925 people.

f) Launch of the Uganda PFMA, 2015 Index

17. In order to increase awareness of the performance of the PFMA, 2015 to inform improvement in its implementation towards achieving effective PFM across all Government MDAs, CSBAG in partnership with the MoFPED organized the Launch of the Public Finance Management Act (PFMA), 2015 Performance Assessment Index for FY 2016/17 on Monday, 08th June 2020 at the MoFPED Conference Hall. The launch was graced by MoFPED staff led by PS/ST, Development Partners, CSBAG staff, representatives from other Civil Society Organizations (ACODE and SEATINI) and media.
18. At the event venue, the launch was managed physically with only a few participants allowed, while others joined via zoom, in an effort to fulfil the social distancing guidelines of the Government. The PFMA performance parameters covered 8 parts of the PFMA, 2015 which included: Macroeconomic and Fiscal Policies; Budget Preparation, Approval and Management; The Contingencies Fund; Cash and Assets; Public Debt, Grants and Guarantees; Accounting and Audit; Petroleum Revenue Management; and, other provisions of the PFMA.
19. The PS/ST welcomed the initiative by CSOs to monitor the implementation of the PFMA, 2015 because the assessment provides insights into how the MoFPED on behalf of the Government is complying with the Act for the period under review. He noted that there was strong performance and good progress in some areas and noted that other areas that didn't perform as expected need to be addressed by MDAs. The Representative for the Development Partners' Group congratulated CSBAG on the excellent work on the Performance Assessment Index Report and the Ministry on its readiness to work with Civil Society partners to undertake independent reviews for the accountability sector.
20. The activity outcome was increased dissemination of knowledge on adherence to the PFMA, 2015 by Government Ministries, Departments and Agencies (MDAs).

g) The Budget Speech Reading

21. In order to inform the Public about key programmes and projects for the next FY, the Budget Speech was read at Parliament on Thursday, 11th June 2020. Specifically, in a bid to enforce social distancing guidelines by Government, the event took place in the parking space of Parliament. The event was presided over by the Rt. Hon. Speaker of Parliament. During the event, H.E the President addressed Parliament and the Nation from State House Entebbe via Zoom.

22. As a result of the event, the Public was able to obtain information on the Budget priorities for FY2020/21, progress in Economic and Social Transformation that forms the foundation for Uganda's resilience in the face of the emergencies that the country faces; the COVID-19 Economic Stimulus and Growth Strategy; and, the financing framework underpinning the Economic Stimulus and Growth Strategy.

h) Post Budget Speech E-Conference

23. In order to further educate and involve Ugandans in the budgeting process, the Post-Budget Speech dialogue was held on Tuesday, 23rd June 2020 & Wednesday, 24th June 2020, at the UBOS Conference Hall. The conference was aired live on NTV Uganda, NBS Television, Smart24 TV, UBC TV, YouTube, Facebook Live, Twitter and Zoom.

24. The event was graced by Hon. Matia Kasaija, the MFPED (Day 1) and Hon. Dr. Eng. Gabriel Ajedra Aridru, the MSFPED (General Duties- Day 2). Day 1 focussed on expenditure priorities for FY2020/21 and Post COVID-19 Socioeconomic Recovery, whereas day 2 discussed Financing the National Budget and Understanding the Tax Policy Measures for 2020/21.

25. Some of the panellists included BoU's Dr. Adam Mugume; Mr Elly Karuhanga, the Chairman Private Sector Foundation Uganda, CSBAG's Julius Mukunda, the Kampala City Traders Association (KACITA) Chairman, Mr Evaristo Kayondo, Mr. John Musunguzi Rujoki, the Commissioner General, URA, Mr. Kenneth Mugambe, the Director Budget and Mr. Moses Kaggwa, the Ag. Director Economic Affairs. Others were Ms. Jane Nalunga of SEATINI-Uganda, Mr. Francis Kamulegeya, the Country Senior Partner of PWC Uganda and a member of the PWC Africa Governance Board, Ms. Victoria Ssekitoleeko the Vice Chairperson, PSFU, Ms. Barbara Mulwana, the Chairperson, UMA, and URA Commissioners.

26. The online activation took the shape of pre- event publicity, live event publicity and post event publicity aimed at achieving awareness of the event, attracting participation and educating the online community about the major changes in the tax system of Uganda thanks in part to the new budget and Government's strategic direction. To achieve maximum results, the digital communications mix involved owned campaigns that were carried essentially by the social media platforms of the NBM partners (Facebook, LinkedIn and Twitter), as well as the media partners co-opted for the event.

27. During the E-Conference, the NBM partners, media partners and the influencers amplified the live event as it happened on social media. The hashtag #KnowYourBudget20 registered an online message reach of 7,640,403 and garnered a record high 220,039,627 impressions in just the 9 days in which the Post Budget E-Conference 2020 happened. Reach is the number of people who see your content while impressions are the number of times your content is displayed, no matter if it is clicked or not.

28. Some of the key takeaways were that: FY2020/21 revenues were likely to be affected by the current COVID-19 mitigation measures and yet additional expenditure pressures are likely to emerge, and therefore more effort had to be put into revenue mobilisation; it is not business as usual and therefore Government MDAs need to do more to support socioeconomic recovery and growth; and, the Public and CSOs must all work together with the Government to improve revenue collection and to support efficient use of public resources for enhanced accountability and better service delivery.

i) The Regional Post-Budget Speech Media Engagements

29. Government held 17 regional Post Budget Speech Media Engagements from Tuesday, 30th June to Friday, 10th July 2020, as part of the NBM FY2020/21. These took place on various radio and TV stations across the country, and were held in local languages in order to widen public understanding and awareness of the Budget for FY2020/21.

30. The engagements were well received, as callers appreciated Government for reaching out to them to further enlighten them about the national strategic priorities and the Public's role in strengthening public accountability and enhancing service delivery.

j) Launch of the Open Budget Survey Results, 2019, for Uganda

31. The Open Budget Survey (OBS) is a budget transparency assessment that is carried out by the International Budget Partnership in 117 countries globally, to assess the availability and accessibility of key budget documents produced at the various stages of the budget process. The objective of the OBS is to promote public access to budget information and the adoption of accountable budget systems.

32. The results of the 2019 OBS were launched jointly by MoFPED and Uganda Debt Network (UDN) on Thursday 9th July, 2020 at 8:30AM in the UBOS Conference Hall on 1st Floor, Statistics House. The aim of the launch was to disseminate the OBS 2019 results for Uganda as well as share key

commitments on budget transparency. The results indicated that Uganda's overall score in budget transparency was at 58%, which is above the global average of 45%, and is the best in East Africa and second in Africa after South Africa. However, this was a decline from 60% that was registered in 2017. Government committed to further engage the public during the Budget process, in order to improve Uganda's score.

IV. THE ACHIEVEMENTS

33. **The National Budget Month FY2020/21 increased publicity and awareness for the National Budget.** With an online message reach of 7,640,403 and a record high 220,039,627 impressions, Government was able to reach out to citizens on issues relating to the Budget, including Government priorities, the COVID-19 response plan and the stimulus package. This year, SEATINI was brought on board to collaborate with the budget partners, which enhanced the link between revenue mobilisation, expenditure and accountability. The budget partners were able to demystify the budget in order for citizens to understand the new tax/revenue measures and the budget priorities.
34. The NBM therefore provided an opportunity to share quality content promoted across the appropriate mass and social media platforms, which enabled MOFPED, URA and other partnering agencies to be at the front source for those seeking information and opportunities within the National Budget. Therefore, the NBM created an opportunity to block out competition that has in the past wrongly biased the public with wrong information.
35. **The activities of the NBM FY2020/21 facilitated citizen's participation and further understanding and appreciation of the National Budget in the day-to-day lives of the ordinary Ugandans.** The citizens generally welcomed their involvement in the activities of the Budget. The radio and TV talk shows and other activities ensured that the citizens buy into Government programs as indicated in the National Budget. The presence/ availability of Hon. Ministers at some of the events made the public feel like they were being listened to. Therefore, the NBM built a platform to enhance the connection between the taxpayers and GoU through unbiased engagement and instant responses to questions and feedback.
36. The NBM provided the audience with actionable content, creating an environment of thirst for more. This builds public loyalty and trust in the

event and its organizers. Offering National Budget information in the form of advice, education and useful solutions freely and without hidden intentions builds enhanced trust from the general public. This relationship built on trust eventually grows from beyond free information and advice into profitable relationships with the public. The NBM provided value with no strings attached to the participating audience, helping people grow their businesses. This made the event organizers more approachable and taxpayers continued to feel more comfortable associating with them.

37. **The different Government MDAs obtained feedback on how public service delivery can be improved.** The feedback obtained during the E-Conference and other discussions means that Government MDAs were able to understand from the public where their actions are insufficient to address public needs/ where their actions are contrary to the overall objective of enhancing the well-being of all Ugandans.
38. **The public was sensitised on their role in demanding for better services and accountability, through increased vigilance and holding their leaders accountable.** Through the increased public demand for accountability and better services, Government institutions are expected to respond by providing better services.
39. **Increased collaboration between Government, Civil Society and the Private sector to achieve results.** This collaboration is key to achieving Government's objectives, especially given the need to leverage the meagre public resources available for implementation of Government programmes/ projects. The NBM led to the development and reinforcement of lasting inter-agency relationships and support, as well as with the participating public/ audience.
40. **There was increased visibility, brand awareness and recognition for all the NBM implementing partners.** The event helped to build and cement MOFPED & URA's authority and credibility, positioning MOFPED and URA as credible experts as far as the National Budget is concerned. It increased brand reputation, positioning, visibility and presence of the implementing organizations among the taxpayers they serve, as organizations that care about the growth and wellbeing of all Ugandans. It opened up extra channels of communication through mass media and social media shares and communications.
41. The NBM expanded our community of goodwill by spreading positive messages and freely helping the community with important information.

The NBM boosted MOFPED and URA's brand affinity by hosting an event that exceeded attendee expectations and because of this, it will be remembered along with the organizations behind it.

V. CHALLENGES AND LESSONS LEARNT

42. The following challenges were encountered during implementation of the activities:

- i) There were some delays in making decisions regarding the implementation of the events, which led to some lost time and publicity.
- ii) The delayed commitment of sponsorship led to some delays in implementation of the publicity plan for the activities.
- iii) Inadequate pre-event publicity/ advertisement, which should have commenced two months early, but was delayed due to the uncertain situation at the time, that had been caused by the onset of the COVID-19 pandemic in the country.
- iv) There was non-attendance of some of the panellists. Due to various reasons, some panellists did not turn up and there was no replacement. This could partly be due to standard operating procedures to prevent the spread of COVID-19, late/miscommunication, busy schedule, etc. Nevertheless, this gave ample time to panellists to share their views.
- v) There was limited citizens' participation caused by COVID-19 mitigation measures, which affected the implementation of the activities.
- vi) The NBM partners did not have a formal, coordinated and dedicated Social Media team, which led to less than optimal social media usage.

43. From the challenges and achievements above, the following lessons were learnt:

- i) There is need to keep citizens engaged through throughout the Budget cycle, in order to build trust and connection with them and to maintain momentum, including Ugandans in the diaspora.
- ii) Coordination among partners, especially in matters of publicity is key to achieving maximum publicity and value for money out of the activities implemented;
- iii) Adequate planning is key to the successful implementation of the events. The team led by MoFPED and URA was able to mobilise other budget partners to plan for the budget month activities and came up with an agreed upon work plan and budget consolidated;

- iv) Timely decision making is vital to achieve effective implementation of the activities for maximum impact;
- v) Adequate publicity and communication is important in order for the objectives of the NBM to be achieved; and,
- vi) Adequate material should be prepared beforehand, in order to address the issues currently on people's minds.
- vii) There is need for Government to follow up on the issues raised by panellists, citizens-online and traditional media. Citizens would like to see that what is proposed as feedback is used during the subsequent Budget processes;
- viii) There is need for budget partners to organise a mid-review of the budget to track the implementation of the budget and update citizens.
- ix) There is need to set up a dedicated and well-coordinated social media team to enrich and amplify the message with appropriate information and data.
- x) The involvement of Hon. Ministers made the public feel they are being listened to and that their feedback is getting to the final decision makers.
- xi) The media engagements in local languages were key as they were well appreciated by the public. At one of the NBM partner call centres (URA), calls went on for nearly a month after the talkshow was held on Bukedde TV.

VI. RECOMMENDATIONS

44. The following are the recommendations arising out of the NBM FY2020/21:
- i) Publicity for the events should commence two months before implementation of the NBM activities.
 - ii) Sponsorship packages should be agreed upon by all partners at least 6 months before commencement of implementation of the events. A framework should be developed to clearly state the terms of engagement for the NBM partners.
 - iii) Government should consider implementing a “*did you know*” campaign in order to further deepen public knowledge and understanding of the National Budget, such that the public can continuously be rallied to contribute towards building their country through availing resources and monitoring the implementation of the National Budget. The *did you know?* campaign will be conducted by providing key information to the public through main print media, as well as the online audience and social media.

- iv) A framework should be developed to ensure that citizens' feedback is used to influence decisions during the Budget process implementation.
- v) The Ministry should coordinate/ participate in efforts aimed at engaging Ugandans in the diaspora to participate in the economic development of their country. In this respect, all the responsible directorates of the Ministry should be fully brought on board.
- vi) The NBM partners should organise a quiz focusing on tax, accountability, Local Government Budget implementation issues, etc., in order to further deepen public understanding of issues of the National Budget.
- vii) The Ministry should further engage Government Communicator on the need to account to the Public for the resources received during the FYs.
- viii) The Budget Website and the Budget Call Centre should be strengthened to be more responsive to the citizen's needs especially with regard to responding to issues raised. The Budget Call Centre should be linked to the NBM activities.
- ix) The NBM partners should consider publishing a magazine on the NBM.
- x) The Ministry should ensure that all information on the NBM activities is centrally and adequately stored for future reference.
- xi) The Service Excellence Awards should be revived in order to encourage service excellence by MDAs through recognition of the best performers and naming and shaming of the poorest performing agencies.

VII. CONCLUSION

45. This NBM proposal was meant to heighten the public awareness, appreciation and adaptation of the National Budget. It was designed to increasingly close the gap between Ugandans and their Government and it was expected that this would in turn help in the cultivation of a voluntary taxpaying culture, heightened service delivery among Government agencies, and fluid flow of Government information.
46. The objectives of the NBM FY2020/21 were largely achieved, as citizens were able to freely participate in the discussions on the Budget through the various platforms, thus associating with the National Budget and with agencies that participated during the Month's activities.

ANNEX 1: NBM OBJECTIVES/ DESIRED OUTCOMES VERSUS ACHIEVEMENTS

#	NBM OBJECTIVES/ DESIRED OUTCOMES	ACHIEVEMENTS
1	Inspire public ownership of the National Budget and buy-in for Government programs through increased public involvement in Budget activities;	<p>i) The National Budget Month FY2020/21 increased publicity and awareness for the National Budget, with an online message reach of 7,640,403 and a record high 220,039,627 impressions in just the 9 days in which the Post Budget E-Conference 2020 happened.</p> <p>ii) The activities of the NBM FY2020/21 facilitated citizen's participation and further understanding and appreciation of the National Budget in their day-to-day lives.</p>
2	Equip Ugandans with knowledge and information to enable the effective monitoring of the National Budget execution phase for betterment of their livelihoods;	The public was sensitised on their role in demanding for better services and accountability, through increased vigilance and holding their leaders accountable.
3	Increase collaboration amongst providers of public services for improved service delivery;	Increased collaboration between Government, Civil Society and the Private sector to achieve results.
4	Heighten public accountability and service delivery by Government MDAs;	The different Government MDAs obtained feedback on how public service delivery can be improved.
5	Increase the level of public awareness about their tax obligations to facilitate voluntary tax compliance;	<p>i) The NBM FY2020/21 increased publicity and awareness for the National Budget.</p> <p>ii) The activities of the NBM FY2020/21 facilitated citizen's participation and further understanding and appreciation of the National Budget in their day-to-day lives.</p>
6	Increase public awareness about Budget Transparency Initiatives for enhanced monitoring of Government programmes.	The public was sensitised on their role in demanding for better services and accountability, through increased vigilance and holding their leaders accountable.

7	Stronger public appreciation of the role of taxes to their communities;	The activities of the NBM FY2020/21 facilitated citizen's participation and further understanding and appreciation of the National Budget in the day-to-day lives of the ordinary Ugandans.
8	Improved public image and trust for Government	There was increased visibility, brand awareness and recognition for all the NBM implementing partners.
9	Improved collaboration amongst Government agencies in demonstrating accountability for Public resources;	Increased collaboration between Government, Civil Society and the Private sector to achieve results.
10	Improved Public awareness of the key Government programmes and how the public can get involved in demanding and causing the provision of better services;	The public was sensitised on their role in demanding for better services and accountability, through increased vigilance and holding their leaders accountable.
11	Improved GOU service provision to the public;	The different Government MDAs obtained feedback on how public service delivery can be improved.
12	Improved growth for SMEs and increase in their contribution to tax;	The activities of the NBM FY2020/21 facilitated citizen's participation and further understanding and appreciation of the National Budget in the day-to-day lives of the ordinary Ugandans. The NBM offered National Budget information in the form of advice, education and useful solutions freely and without hidden intentions, thereby providing value to the participating audience and helping people grow their businesses.
13	More active participation of Ugandans, including those in the diaspora in building the Uganda's economy; and,	
14	Increased voluntary tax compliance and tax revenue growth.	