
**Media and Public
Relations Strategy
of the National
Consultative
Forum (NCF) for
Political Parties
and Organisations
in Uganda**

**Electoral Commission
Plot 55 Jinja Rd, Kampala
P. O. Box 22678 Kampala**

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INTRODUCTION

Political parties and organisations in Uganda recognise NCF as a key platform for addressing pertinent political issues. It offers a unique opportunity to bring together all registered political parties and organisations onto a shared platform and to facilitate consensus building on issues of common political interest.

NCF has conducted numerous meetings and sensitisation workshops across the country aimed at popularising its activities at the grassroots. These activities are intended to encourage internal dialogue and to establish institutional mechanisms that promote peace as well as enhance and deepen democratic systems of governance.

As the country headed towards the general elections that took place on 18 February 2016, NCF conducted several activities in pursuit of its mission. These included leadership training, team-building, mediation and negotiation skills, approving the members' code of conduct, political dialogue meetings, and facilitating political settlements. All these activities were designed to position the NCF as a key player before, during, and after the general elections.

The proposed media strategy and public relations strategy is fundamental for ensuring a positive public image of the NCF and for building a strong foundation to effectively inform and engage the population. The strategy sets out a media engagement plan and public feedback mechanisms to enable the NCF constructively communicate its mission and activities.

Communicating with the public proficiently and engaging the media productively will in turn increase public understanding of the NCF as a critical player in deepening democracy in Uganda; bolster the reputation of NCF as a transparent body that shares information and communicates its priorities for the benefit of stakeholders; and raise the public profile and visibility of the NCF.

BACKGROUND TO NCF

Vision

The vision of NCF is to be an inter-party platform for excellence in consensus building and sustainable democracy. It seeks to create harmony and peaceful co-existence through mediation, dialogue, monitoring, capacity building, and conflict resolution among political parties and organisations in Uganda.

Mission

The mission of NCF is to create harmony and peaceful co-existence through mediating, dialoging, monitoring, capacity building, and conflict resolution amongst political parties and organisations as a means of promoting and sustaining democracy in our country.

The mechanism for achieving the mission is by enabling political parties and organisations to exchange ideas on major issues facing Uganda and on the main orientations of the political governance of the country. This entails reflecting upon and advising about national policies, consolidating national unity, reconciling values, as well as promoting democratic consensus and the principle of power sharing. NCF acts as a platform for the blossoming of political pluralism and as a mediator in conflicts arising between political organisations. It also organizes capacity reinforcement programmes intended for member political organisations.

Functions

Section 20 (4) of the Political Parties and Organisations Act mandates the NCF to undertake the following functions:

1. Liaising with the Electoral Commission on matters pertaining to political parties and organisations.
2. Ensuring that political parties and organisations comply with the code of conduct as prescribed under section 19 of the Political Parties and Organisations Act.
3. Communicating the complaints and grievances of political parties and organisations to the Electoral Commission.
4. Representing political parties and organisations in any case where the political parties and organisations have to give a common position.
5. Resolving disputes among political parties and organisations.
6. Making recommendations to the Minister on any matter under the Political Parties and Organisations Act.
7. Such other functions as may be prescribed by the Minister with the approval of Parliament.

Guiding Principles

In performing its functions and working towards the realisation of its vision and mission, the NCF is guided by the following principles:

- Integrity and responsibility
- Accountability and transparency
- Equity and gender sensitivity
- Commitment to the cause
- Sense of common purpose

Organisational Structure

The plenary is the highest organ and supreme authority of the NCF and is constituted by one

representative from each registered political party/organisation. The main function is to pass or amend resolutions of the Forum.

Three committees, namely, Business, Finance and Budget, and Legal and Electoral Affairs, are responsible for making NCF policies.

The secretary, who heads the NCF Secretariat and is also the Secretary to the Electoral Commission, implements the decisions of the committees and manages, with the assistance of the Legal Department, the day-to-day operations of the NCF including the administration and control of its funds.

Composition

Membership of the NCF is prescribed under section 20A of the Political Parties and Organisations Act as follows:

- One representative from every registered political party or organisation appointed by the party or organisation.
- The Chairperson of the Electoral Commission or a representative of the office.
- The Attorney General or a representative of the office is an ex-officio member.
- The Secretary to the Electoral Commission who is also the Secretary of the NCF.

The law prescribes that the Chairperson of the NCF shall be a person nominated from members of the NCF by the majority party in Parliament, which is currently the NRM. The Vice Chairperson of the NCF is nominated from members of the NCF by the majority opposition party in Parliament, which is currently the FDC.

Table 1: NCF MEMBER POLITICAL PARTIES/ORGANISATIONS

1	Activist Party	AP
2	Congress Service Volunteers Organisation	COSEVO
3	Conservative Party	CP
4	Democratic Party	DP
5	Ecological Party of Uganda	EPU
6	Farmers Party of Uganda	FPU
7	Forum for Democratic Change	FDC
8	Forum of Integrity in Leadership	FIL
9	Green Partisan Party	GPP
10	Justice Forum	JEEMA
11	Liberal Democratic Transparency	LDT

12	National Convention for Democracy	NCD
13	National Peasants Party	NPP
14	National Resistance Movement Organisation	NRM-O
15	National Unity, Reconciliation and Development Party	NURP
16	National Youth Revolutionary Organisation	NYRO
17	People's Development Party	PDP
18	People's Progressive Party	PPP
19	People's United Movement	PUM
20	Popular Peoples Democracy	PPD
21	Revolutionary People's Party	RPP
22	Republican Women and Youth Party	RWYP
23	Social Democratic Party	SDP
24	Society for Peace and Development	SPD
25	Uganda Economic Party	UEP
26	Uganda Federal Alliance	UFA
27	Uganda Patriotic Movement	UPM
28	Uganda People's Congress	UPC
29	Uganda People's Party	UPP

Policy Objectives

The policy objectives of NCF are in line with Uganda's National Development Plan 2009/10–2013/14 goal of deepening democracy by strengthening the institutional and regulatory framework for political party activities in Uganda. The NCF contributes to national development by:

- Fostering national political dialogue
- Institutionalising the code of conduct for political parties and organisations
- Establishing an institutional framework for party activities
- Reviewing the existing legal mechanisms
- Implementing the necessary legal reforms that affect political party activities
- Strengthening political parties and organisations to mobilise citizens for national development

Strategic Goals

The strategic goals of NCF are to promote political dialogue and pursuit of national consensus and cohesion with a view to sustainable socio-economic development, all in line with the following strategic axes:

- Promotion of consultation and political dialogue.
- Consolidation of national cohesion and political pluralism.
- Reinforcement of political service provision capacities for political parties and organisations and politicians.
- Promotion of communication and partnership development.
- Reinforcement of NCF’s service provision and autonomy capacities.

Table 2: NCF STRATEGIC GOALS

1.	Strengthen capacity for NCF and staff for effective implementation of the strategic plan in order to harmonise political party activities and support its members.
2.	Review legal provisions and reorganise the operations of the NCF Secretariat to ensure an independent and transparent working environment.
3.	Enhance infrastructural capacity of the NCF to support efficient and effective day-to-day operations of the NCF.
4.	Promote effective participation of stakeholders in consultation and political dialogue with a sense of common purpose.
5.	Create linkages at national, regional, and international levels that promote best practices in issues of Political Party’s activities.
6.	Promote effective participation of political parties/organisations in the conflict resolution process to ensure national cohesion and political pluralism.
7.	Enhance the credibility and integrity of the NCF disputes resolution operations.
8.	Enhance people’s participation in the multiparty dispensation and promote principles of democratic governance.
9.	Improve inter-party and intra-party relationships between the NCF and its stakeholders for effective communication and partnership development.
10.	Advocate for the legislation and enforcement of the laws and strategies on party financing.

UGANDA'S MEDIA AND COMMUNICATION LANDSCAPE

Main Sources of Information

Citizens in Uganda depend on the media for the information and knowledge they need to participate meaningfully in the life of the nation. According to the National Housing and Population Census of 2014 (see Table 3), more than half of the households (55%) reported that radio was their primary source of information followed by word-of-mouth (19.7%).

Table 3: MAIN SOURCES OF INFORMATION FOR HOUSEHOLDS

	Information Source	% of Households
1.	Radio	55.2
2.	Word-of-mouth	19.7
3.	Internet	7.3
4.	Television	7.2
5.	Hand mail	4.6
6.	Print media	2.1
7.	Post mail	0.5
8.	Telephone	0.4
9.	Community announcer	0.1
10.	Community meetings	0.1
11.	Other	2.9

Source: Uganda Bureau of Statistics 2016, *The National Population and Housing Census 2014 – Main Report*, Kampala, Uganda.

The fact that radio, the internet, television, and news publications together constitute the leading information source for almost three-quarters of households in Uganda underlines the importance of the media. Yet, the rapid expansion of information sources and the rise of competing dissemination outlets are a mixed blessing for managers, producers, and consumers of news and knowledge about politics and public affairs.

Producers of content such as newsmedia organisations used to wield a lot of power as information gatekeepers for their audiences. But the proliferation of social media and digital platforms has empowered audiences to produce and disseminate their own information. Additionally, it has endowed consumers with means to create alternative narratives that sometimes illuminate but often challenge and even twist the information provided by the traditional information gatekeepers.

Role of the Media

The media do serve as a barometer of public opinion on issues that concern citizens including politics and public affairs generally. They provide a platform for educating citizens about developments in their communities and the country at large as well as a forum for dialogue and debate on policies and decisions of those who govern on their behalf.

The talk shows on radio and television, the opinion and letters pages in newspapers and magazines, and the posts on social media – Facebook, Twitter, WhatsApp, YouTube, Instagram – all provide opportunities for comments, opinions, education, and raising awareness about politics and any matter of public interest.

The media are vital to the life of the nation by keeping the wheels of democracy spinning. They serve an essential public function by:

- Empowering citizens to hold government and leaders accountable for their actions or inactions
- Monitoring the exercise and centres of power
- Providing regular updates about the behaviour and thinking of the governing class
- Undertaking investigations of abuse of public resources and offices
- Conducting analysis of public affairs
- Checking on the pulse of the nation
- Carrying out surveillance of the social, political, and economic environments

Overview of Media Trends

The story of the media over the 30 years under the NRM has been a story of unprecedented growth. This is evident in the number of print media publications, FM radios, TV channels, online publications, as well as the steady growth – aided by availability of affordable smart phones – of social media and internet access.

The media industry as we know it today was the result of liberalisation introduced in the 1990s that broke decades of government monopoly. Most significant was the emergence and proliferation of privately owned FM radio and TV channels. Table 4 and Table 5 capture the status of the broadcasting industry as of March 2016.

Table 4: State of Broadcasting as of March 2016

Indicators	October - December 2015	January - March 2016	% Change
Operational free-to-air TV service providers	28	28	0
Operational TV stations (digital terrestrial stations)	2	2	0

Operational TV stations (digital satellite stations)	4	4	0
Operational FM radio stations	292	292	0

Source: Uganda Communications Commission, *Post, Broadcasting and Telecommunications Market and Industry Report, First Quarter (January-March) 2016*.

Table 5: Pay TVs, Mode of Broadcasting and Geographical Coverage as of March 2016

Station Name	Mode of Broadcasting	Transmitter Locations Giving 60km Radius of Coverage from Each Location
DSTV	Satellite	Countrywide
GOTV	Terrestrial	Kampala, Jinja, Iganga, Mbarara, Kasese, Masaka, Mbale, Lira, Gulu, Arua
CITI CABLE	Cable Internet	Kampala and Jinja (2)
AZAM TV	Satellite	Countrywide
STARTIMES	Satellite	Countrywide
STARTIMES	Terrestrial	Bugiri, Jinja, Kampala, Luwero, Masaka, Mbale, Mbarara, Mukono, Nakasongola, Tororo and Wakiso
ZUKU TV	Satellite	Countrywide

Source: Uganda Communications Commission, *Post, Broadcasting and Telecommunications Market and Industry Report, First Quarter (January-March) 2016*.

Beyond the multiplication of available channels, a significant impact of the liberalisation of the media has been the exponential growth in the scope and diversity of programming in terms of output as well as language and audience groups served. Much of the space that used to be occupied by the public broadcaster – the Uganda Broadcasting Corporation and its predecessors Uganda Television and Radio Uganda – has since been claimed by private operators who are commercially oriented in most cases.

Equally critical has been the consolidation of the newspaper industry into a handful of quality titles notably *New Vision*, *Daily Monitor*, *The Observer*, and *The Independent*. These continue to set the agenda in terms of the national conversation on politics and public affairs.

Overview of Communication Trends

The growth in telecommunication-based media has expanded access to information unprecedented levels. Going by the measure of tele-density, six out of ten Ugandans have access to a telephone connection. There were over 21 million subscriptions out of a population of about 36 million by March 2016 (see Table 6). Internet penetration has also grown over the years, with about four out of every 10 Ugandans having access to the internet (See Table 7). Mobile data SMS usage has also grown appreciably (see Table 8).

Table 6: Access to Telecommunications as of March 2016

Indicators	October - December 2015	January - March 2016	% Change
National status	20,549,084	21,491,384	4.6
Mobile subscriptions (pre-paid)	20,133,363	21,007,269	4.3
Mobile subscriptions (post-paid)	86,910	84,898	-2.3
Fixed subscriptions	328,811	399,217	21.4
Tele-density*	59	58.7	-0.5
Population (Projection by UBOS)	34,856,813	36,593,000	5.0

Source: Uganda Communications Commission, *Post, Broadcasting and Telecommunications Market and Industry Report, First Quarter (January-March) 2016*.

*Number of telephone connections per 100 people within an area.

Table 7: Internet Access and Data Usage as of March 2016

Indicators	October - December 2015	January - March 2016	% Change
Estimated internet subscriptions (mobile)	7,349,540	7,461,035	1.5
Estimated internet subscriptions (fixed)	130,200	134,350	3.2
Estimated internet users	13,842,464	14,564,660	5.2
Internet penetration per 100 population	39.7	39.8	0.3

Source: Uganda Communications Commission, *Post, Broadcasting and Telecommunications Market and Industry Report, First Quarter (January-March) 2016*.

Table 8: Mobile Data SMS Usage as of March 2016

Indicators	October - December 2015	January - March 2016	% Change
Outgoing on-net SMS	962,158,868	1,218,556,245	26.6
Outgoing off-net SMS	27,814,198	30,991,796	11.4
International outgoing SMS	3,168,162	4,493,095	41.8
International incoming SMS	23,896,000	22,262,185	-5.3

Source: Uganda Communications Commission, *Post, Broadcasting and Telecommunications Market and Industry Report, First Quarter (January-March) 2016*.

The cumulative impact of these trends is the flexibility it affords in designing media outreach and communication plans. The population general and NCF's stakeholders in particular can be reached and informed through a much wider variety of channels than was possible in the past. Whereas these choices present both opportunities and challenges, working from the basis of a media strategy is a sure way to maximize the benefits while minimizing the potential pitfalls.

THE MEDIA AND PUBLIC RELATIONS STRATEGY

Goal

The goal of the media and public relations strategy is to disseminate information and increase awareness of the NCF's work and key achievements in fulfilling its constitutional mandate.

Objectives

The objectives of the media and public relations strategy are:

1. To enhance the NCF's media profile and promote its institutional transparency and achievements through proactive media and public relations opportunities.
2. To define key messages for targeted audiences and to develop and position messaging appropriately through a mix of media and channels.
3. To identify and manage public relations issues including crisis management.
4. To facilitate engagement between the NCF and its stakeholders including public actors, development partners, and other institutions in Uganda.
5. To identify opportunities for high quality training of NCF members in media and public relations.

Priority Audiences and Messages

1. **NCF members:** This is the internal audience which drives the mission and activities of the NCF. The work of the NCF is organized through its various committees supported by the Secretariat at the Electoral Commission. Coordinated and sustained communication and sharing of information among the members of the NCF and with the parties they represent are essential to ensure institutional transparency and that all members are focused on the common aspirations of the Forum. The media and public relations strategy will target the NCF membership with messages and content that aim to: (a) keep all members informed about the decisions and activities of the different organs of the NCF, as well as those of the Electoral Commission that may have a bearing on the mission and mandate of the NCF; (b) promote consensus building and dialogue as avenues for decision making and conflict resolution; (c) develop and strengthen the NCF members' proficiency in media and public relations; and (d) raise the visibility and profile of NCF members as the voices of multi-partyism in Uganda and internationally.
2. **Public and local authorities and policy makers:** The growth of political parties as institutions and political competition and diversity as a culture need the support and goodwill of influential actors and duty bearers in government ministries, departments, and agencies. To successfully initiate, implement, and enforce the mechanisms intended to entrench the culture and principles

of multi-partyism, such as the code of conduct for political parties, the NCF needs the cooperation of this group of stakeholders. The media and public relations strategy will target the public and local authorities and policy makers with messages and content that aim to: (a) win them over and secure their buy-in; (b) inform them about the mandate, functions, activities, and contribution of the NCF to national development goals; and (c) make a case for recognition of NCF as the central platform for mediating political disputes and reconciling the competing political interests in the country.

- 3. Professional bodies and civil society:** The NCF needs allies to support its efforts to promote the role of political parties and organization in the political and democratic development of Uganda. This category of stakeholders includes statutory (e.g. Uganda Law Society) and non-statutory (e.g. Uganda Journalists Association) professional bodies, entities representing organized interests (e.g. faith-based organizations like Inter-Religious Council of Uganda and Uganda Joint Christian Council), educational institutions, and non-governmental organizations working in the fields of political, civil, and human rights. The media and public relations strategy will target the professional bodies and civil society with messages and content that aim to: (a) inform them about the mandate, functions, activities, and contribution of the NCF to national development goals; and (b) motivate them to collaborate with and support the NCF's efforts to promote political dialogue and pursuit of national consensus and cohesion.
- 4. The business community and private sector:** This group of stakeholders has the potential to legitimize the NCF and will be courted to become part of the broad coalition of NCF supporters. The NCF will reach out to the business community and private sector through the organizations that represent their interests such as the Uganda National Chamber of Commerce and Industry, the Private Sector Foundation Uganda, the Uganda Manufacturers Association, and the Uganda Small Scale Industrialists Association. The media and public relations strategy will target the business community and private sector with messages and content that aim to: (a) correct the prevalent perception that associating with political parties is a reputational risk to businesses; and (b) promote the NCF as a legitimate partner that possesses mutual interests with the business community.
- 5. Development partners:** Uganda's political and democratic development has over the years benefitted from significant support by development partners. This group of stakeholders is a natural ally of the NCF. The media and public relations strategy will target the development partners with messages and content that aim to: (a) provide regular information about the activities and achievements of the NCF; (b) maintain a positive relationship with the community of development partners; and (c) share information on best practices in multi-party politics and governance of political parties and organizations.
- 6. The public and electorate:** The NCF needs the confidence of the public in general and the electorate in particular to justify its role and relevance. The NCF has an important part to play in legitimizing and building public confidence in the very idea and benefits of a multi-party dispensation. The media and public relations strategy will target the public and electorate with messages and content that aim to: (a) inform people about the mandate, functions, and contribution of the NCF to national development goals; (b) provide regular information about the activities and achievements of the NCF; (c) create awareness of the value of dialogue and consensus building in resolving political conflicts and disagreements; and (d) promote peaceful co-existence and constructive management of political differences among Ugandans.

Proposed Strategies

Key result area 1: Establish a communication function and structure within NCF that are properly defined and adequately resourced.

To be effective, the media and public relations function should be regularised and its role clarified and specified in the governance and management structure of the NCF. Giving the function a proper operational structure will allow for a coordinated approach to exploiting the opportunities and dealing with the challenges of promoting the NCF.

Activities and Outputs

1. Create an office and staff position designated to lead, manage, and coordinate the internal and external communication function of NCF including media and public relations.
2. Engage the services of a competent officer to lead, manage, and coordinate the communication function.
3. Secure a budget, operational space, and infrastructure to facilitate the communication function.
4. Mobilise members to actively participate in the institutional life of the NCF.
5. Provide members with timely information about the activities of the NCF and about issues and developments of interest to the membership.
6. Search and summarise literature on political parties and organisations and circulate it among the members for review and discussion to inform debate and advocacy and to familiarize themselves with critical issues.

Outcomes

1. A communication function with a clear accountability mechanism approved and institutionalised within the structures of NCF.
2. An established communication office proactively in control of the flow of information internally and externally and the institutional 'brand' of the NCF.

Key Result Area 2: Strengthen advocacy to promote the NCF and its mission among key decision makers and stakeholders.

NCF will employ coherent and persuasive messages and arguments to demonstrate how political parties and organisations directly contribute to national development goals and governance priorities. In particular, advocacy for the NCF will call attention to the achievements of the NCF by demonstrating tangible results in the implementation of the NCF mission, strategic plan, as well as conflict resolution guidelines and procedures.

Activities and Outputs

1. Create and implement the advocacy work plan and explore opportunities for linkages and collaboration with relevant government ministries, departments and agencies, and other like-minded organisations.

2. Reach out to central and local government bodies, non-governmental organisations, and development partners whose roles concern or affect the existence and operations of political parties.
3. Engage the business community and private sector to highlight and gather feedback on the role of political parties and organisations in building the enabling environment for prosperity.
4. Liaise with the security and law enforcement organs and personnel to build mutual appreciation of constitutional roles and contributions to the rule of law, political harmony, conflict resolution, and peaceful co-existence among individuals and groups with opposing political ideologies and visions.
5. Track and assess upcoming national, district-level, and international events, workshops, and meetings where political party issues are to be, or should be, discussed and recommend the appropriate representation and advocacy interventions.
6. Set up an interactive electronic forum to link stakeholders involved in issues concerning political parties and organisations in Uganda.
7. Facilitate sharing of information, data, and research among organizations working on issues of interest to the NCF thereby creating conditions that will encourage the emergence of a collective voice.
8. Develop an events calendar to attract more proactive media coverage of NCF issues and attention from influential decision and policy makers.

Outcomes

1. A political order in which all players and stakeholders are in principle and in practice committed to constitutionalism and respect for legitimate differences in political and ideological outlooks.
2. A political environment in which all players accommodate each other and also understand and respect the values of a multi-party democratic dispensation.

Key Result Area 3: Intensify public outreach to popularise and generate interest in the NCF across the nation.

The NCF can only defend its relevance and assert its legitimacy in a context where citizens have confidence in, and public opinion is positively disposed towards, political parties and organisations. To nurture and sustain public confidence in political parties and organisations, the NCF will endeavour to be visible and present in strategically selected national conversations on fundamental issues that concern citizens in the political, social, and economic domains. This will help to dispel the common and damaging belief that political parties and organisations are only interested and active in contests for power.

Activities and Outputs

1. Disseminate consistent messages and facts about political parties and organisations collectively and their stand on strategically chosen issues of public interest.
2. Facilitate the participation of NCF members in selected public events that will give the NCF a face and a voice on strategically chosen matters of national interest.
3. Develop the 'brand' and public profile of the NCF through proper institutional branding.

4. Sponsor national radio and TV talk shows as a platform for NCF members to engage with and receive feedback from the public.
5. Encourage the formation of district NCF chapters that will serve as focal points for grassroots mobilization of citizens to embrace and participate in the mission and activities of political parties and organizations under the umbrella of the NCF.
6. Work through the district NCF chapters to convey accurate and consistent messages and information about political parties and organizations.
7. Produce information materials and products to broaden effective outreach including information packs, branded promotional materials, compelling success stories, and standardised PowerPoint decks for use by NCF members when making presentations at public, closed-door, and informal events or meetings with stakeholders and influentials.

Outcomes

1. Increased public awareness of the NCF and what it does and stands for.
2. Increase in the number of leaders in all domains of public life – political, economic, social, cultural, religious, diplomatic, security, law and order – who know about and endorse the NCF and its mission.

Key Result Area 4: Build sustained engagement with and outreach through the media to ensure constructive coverage of the NCF and its activities.

Whereas any media outreach effort has to be weighed in terms of its cost-effectiveness and potential return on investment, the media do offer many avenues and opportunities that the NCF can exploit to reach and engage a wide spectrum of audiences. Ugandans receive information through a variety of traditional, social, and mobile media platforms. By strategically selecting and mixing channels, the NCF strategy will have a two-pronged strategy whereby it will proactively work through the media but also produce and directly disseminate its own content and information.

Activities and Outputs

1. Set up a mechanism to monitor, analyse, respond to, and initiate media coverage of the NCF and its activities.
2. Build relations and network with key journalists and media executives to generate and sustain coverage of the NCF and its activities.
3. Support journalists to access information about the NCF and its activities.
4. Undertake monthly tracking of media coverage, prepare reports for review, and recommend follow-up responses and actions where necessary.
5. Maintain an up-to-date directory of key media contacts.
6. Organise quarterly breakfast meetings with where NCF members will interact with, share information, and exchange ideas with journalists and media executives to build rapport and establish stronger working relationships.
7. Partner with the African Centre for Media Excellence which organizes the Uganda National Journalism Awards to establish and launch an award category to recognize journalists and media houses that cover and portray the political and democratic processes in Uganda constructively, ethically, and in a sustained manner that meaningfully informs and educates citizens.

8. Provide regular analysis in the national media in form of newspaper op-ed (opinion/commentary) pieces by NCF members on issues the NCF is advocating or working on at specific milestones that are potentially newsworthy.

Outcomes

1. Accurate, consistent, and informative reporting about the NCF and its activities.
2. Improved image and visibility of political parties and organizations in the media.
3. Increase in the quality and quantity of coverage of the NCF and the political parties and organisations it represents.

Key Result Area 5: Develop the proficiency of NCF members to communicate and represent NCF effectively in the media and the public.

Media relations training and coaching will be undertaken for NCF members. The purpose of the training and coaching will be to impart skills to communicate NCF's messages both through the media and by other means. The training will introduce and reinforce skills and practices that are essential for effective communication and media engagement by NCF members and staff. The training will demonstrate (i) the application of different media and communication tools and techniques to disseminate information for the public domain, and (ii) the constructive use of opportunities that news and social media offer to inform and engage NCF audiences and stakeholders.

Activities and Outputs

1. To conduct a media and communication training gap analysis and needs assessment among NCF members.
2. To design a media and communication capacity building program for NCF members.
3. To train NCF members in the principles and practices of effective media engagement and communication.

Outcomes

1. Greater proficiency in using media and communication tools to effectively disseminate information about NCF.
2. Increased confidence among NCF members to engage with journalists and work with the media.

STRATEGIC MATRIX

TABLE 9: STRATEGIC MATRIX					
GOAL:	To disseminate information and increase awareness of the NCF's work and key achievements in fulfilling its constitutional mandate.				
OBJECTIVES:	<ol style="list-style-type: none"> 1. To enhance the NCF's media profile and promote its institutional transparency and achievements through proactive media and public relations opportunities. 2. To define key messages for targeted audiences and to develop and position messaging appropriately through a mix of media and channels. 3. To identify and manage public relations issues including crisis management. 4. To facilitate engagement between the NCF and its stakeholders including public actors, development partners, and other institutions in Uganda. 5. To identify opportunities for high quality training of NCF members in media and public relations. 				
STRATEGIES:	KEY RESULT AREA 1	KEY RESULT AREA 2	KEY RESULT AREA 3	KEY RESULT AREA 4	KEY RESULT AREA 5
	Establish a communication function and structure within NCF that are properly defined and adequately resourced.	Strengthen advocacy to promote the NCF and its mission among key decision makers and stakeholders.	Intensify public outreach to popularise and generate interest in the NCF across the nation.	Build sustained engagement with and outreach through the media to ensure constructive coverage of the NCF and its activities.	Develop the proficiency of NCF members to communicate and represent NCF effectively in the media and the public.
AUDIENCES:	<ul style="list-style-type: none"> • Electoral Commission management • NCF leadership and members • NCF Secretariat 	<ul style="list-style-type: none"> • Leaders of political parties/organisations • MPs • Central government officials • Religious leaders • Cultural leaders • Civil society • Development partners • Diplomatic community 	<ul style="list-style-type: none"> • Local government officials • General public 	<ul style="list-style-type: none"> • Reporters • Editors • Media executives • General public 	<ul style="list-style-type: none"> • NCF members and staff
CONTENT:	<ul style="list-style-type: none"> • Job description for the communication (media and public relations) officer • Standard operating procedures related to internal and external communication • Laws, regulations, 	<ul style="list-style-type: none"> • Legal establishment of NCF • Abridged history • Strategic objectives • Functions • Composition • Organisational values • Organisational structure 	<ul style="list-style-type: none"> • Legal establishment of NCF • Abridged history • Strategic objectives • Functions • Composition • Organisational values • Organisational structure 	<ul style="list-style-type: none"> • Legal establishment of NCF • Abridged history • Strategic objectives • Functions • Composition • Organisational values • Organisational structure 	<p>The objectives of the training will be:</p> <ul style="list-style-type: none"> • To demonstrate the principles and practices of effective communication which are relevant to dissemination of information through

	<p>policies, and strategy governing public communication by government and state agencies</p>	<ul style="list-style-type: none"> • Achievements • Financing • Strategic and annual plans • NCF advocacy agenda • NCF positions on key national issues and events 	<ul style="list-style-type: none"> • Achievements • Financing • Strategic and annual plans • NCF advocacy agenda • NCF positions on key national issues and events 	<ul style="list-style-type: none"> • Achievements • Financing • Strategic and annual plans • NCF advocacy agenda • NCF positions on key national issues and events 	<p>the media.</p> <ul style="list-style-type: none"> • To apply standard communication and media techniques to generate, produce and package information for public consumption. • To introduce the key steps involved in developing do-it-yourself communication and media plans that will generate public interest in the activities of political parties and organisations. <p>By the end of the training, the participants will be expected to have:</p> <ul style="list-style-type: none"> • Raised their proficiency in using public communication tools and the media to successfully disseminate messages and information about political parties and organisations. • Improved their competence in creating messages and content on political parties and organisations for dissemination in the public domain.
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OUTPUTS/ ACTIVITIES:	<ul style="list-style-type: none"> • Fully functional communication office • Communication guidelines for NCF staff and members 	<ul style="list-style-type: none"> • NCF annual report • Website • Email • Policy briefs • Backgrounder • Fact sheet • Talking points • Information pack • Standard PowerPoint slide presentations • Email • Google discussion group • Quarterly electronic newsletter • Regional stakeholders' platforms (NCF district chapters) 	<ul style="list-style-type: none"> • Posters • NCF dialogues in higher education institutions • YouTube • Twitter • Facebook • Website • Regional stakeholders' platforms (NCF district chapters) • Op-ed pieces • Newspaper advertorials and supplements 	<ul style="list-style-type: none"> • Media kit • News releases statements • News conference/briefing • Award for excellence in political journalism • Sponsored participation in national and international events • Interviews • Expert analysis • Feature placement • Story pitches 	<ul style="list-style-type: none"> • Hands-on workshops • Coaching sessions
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WORK PLAN, BUDGET, MONITORING AND EVALUATION FRAMEWORK

TABLE 10: WORK PLAN, BUDGET, MONITORING AND EVALUATION FRAMEWORK (January 2017 – June 2018)										
Key Result Area 1: Establish a communication function and structure within NCF that are properly defined and adequately resourced.										
Planned Activities & Outputs	Targets	Timeframe				Responsible Parties	Budget		Monitoring and Evaluation Framework	
		Q1	Q2	Q3	Q4		Description	Amount (UGX)	Indicators	Sources of Evidence
Expected Outcomes:										
1. A communication function with a clear accountability mechanism approved and institutionalised within the structures of NCF.										
2. An established communication office proactively in control of the flow of information internally and externally and the institutional 'brand' of the NCF.										
1. Create an office and staff position designated to lead, manage, and coordinate the internal and external communication function of NCF including media and public relations.	1 position created	X				NCF Secretariat	N/A	N/A	Position confirmed within the established human resource structure	
2. Engage the services of a competent officer to lead, manage, and coordinate the communication function.	1 officer hired		X			NCF Secretariat	Emoluments	TBD	An officer recruited with key performance indicators specified	
3. Secure a budget, operational space, and infrastructure to facilitate the communication function.	At least 70% of planned budget secured	X	X	X	X	Communication officer NCF Secretariat	Work plan and office infrastructure	50,000,000	An approved work plan in place A functional communication office and budget established	
4. Mobilise members to actively participate in the institutional life of the NCF.	Involvement of at least two-thirds of members	X	X	X	X	Communication officer NCF Secretariat NCF leadership	Participation and representation in meetings and public outreach	10,000,000	Number of members who regularly participate and take up roles in the activities of the NCF	

							activities			
5. Provide members with timely information about the activities of the NCF and about issues and developments of interest to the membership.	Information delivered as and when it's needed		X	X	X	Communication officer	Information and knowledge materials and resources	1,500,000	Timeliness and availability of information and knowledge resources for members	
6. Search and summarise literature on political parties and organisations and circulate it among the members for review and discussion to inform debate and advocacy and to familiarize themselves with critical issues.	Interest and engagement in intellectual and policy debates and discussions		X	X	X	Communication officer	Information and knowledge materials and resources	1,500,000	Motivation to engage in and quality of debate and discussion	
Key Result Area 2: Strengthen advocacy to promote the NCF and its mission among key decision makers and stakeholders.										
Planned Activities & Outputs	Targets	Timeframe				Responsible Parties	Budget		Monitoring and Evaluation Framework	
		Q1	Q2	Q3	Q4		Description	Amount	Indicators	Sources of Evidence
Expected Outcomes:										
1. A political order in which all players and stakeholders are in principle and in practice committed to constitutionalism and respect for legitimate differences in political and ideological outlooks.										
2. A political environment in which all players accommodate each other and also understand and respect the values of a multi-party democratic dispensation.										
1. Create and implement the advocacy plan and explore opportunities for linkages and collaboration with relevant government ministries, departments and agencies, and other like-minded organisations.	Inputs for the advocacy plan solicited from NCF members and stakeholders	X	X	X	X	Communication officer NCF members Key stakeholders	Meetings and mobilisation of members and stakeholders	2,500,000	A comprehensive advocacy plan endorsed by NCF's leadership	
2. Reach out to central and local government bodies, non-governmental organisations, and development partners whose roles concern or affect the existence and operations of political parties.	10 regional stakeholder engagement and consultation activities			X	X	Communication officer NCF members Key stakeholders	Events, publicity, mobilisation, materials, allowances, travel, hotels	15,000,000	Number of events and participants Level of satisfaction with events as reported by participants	
3. Engage the business	3 roundtable			X	X	Communication	Events,	4,000,000	Number of events	

community and private sector to highlight and gather feedback on the role of political parties and organisations in building the enabling environment for prosperity.	meetings with the business community/private sector					officer NCF members NCF Secretariat	publicity, mobilisation, materials		and participants Level of satisfaction with events as reported by participants	
4. Liaise with the security and law enforcement organs and personnel to build mutual appreciation of constitutional roles and contributions to the rule of law, political harmony, conflict resolution, and peaceful co-existence among individuals and groups with opposing political ideologies and visions.	3 sensitisation workshops; Regular sharing of information			X	X	Communication officer NCF members NCF Secretariat	Events, publicity Mobilisation Materials Event hosting and management	10,000,000	Number of events and participants Level of satisfaction with events as reported by participants	
5. Track and assess upcoming national, district-level, and international events, workshops, and meetings where political party issues are to be, or should be, discussed and recommend the appropriate representation and advocacy interventions.	Regular surveillance of the field of practice Participation in networking events	X	X	X	X	Communication officer NCF members NCF Secretariat	Research International and national networking International and national representation Travel Subsistence	25,000,000	Reports and feedback shared Good practices adopted	
6. Set up an interactive electronic forum to link stakeholders involved in issues concerning political parties and organisations in Uganda.	Google discussion group Email listserv	X	X	X	X	Communication officer	Internet data	1,200,000	Activity on the discussion forum Email exchanges on substantive issues the NCF deals with	
7. Facilitate sharing of information, data, and	An annual Stakeholders'			X		Communication officer	Event hosting and	30,000,000	Number of delegates	

research among organizations working on issues of interest to the NCF thereby creating conditions that will encourage the emergence of a collective voice.	Platform E-newsletter					NCF members NCF Secretariat Key stakeholders	management Information dissemination		Level of satisfaction as reported by delegates Reports and feedback shared Good practices adopted	
8. Develop an events calendar to attract more proactive media coverage of NCF issues and attention from influential decision and policy makers.	Upcoming events reviewed to determine how selected NCF members may be involved to represent, promote, and lobby on behalf of the NCF.	X	X	X	X	Communication officer NCF Secretariat	Research Information dissemination Stakeholder engagement	10,000,000	Comprehensive events calendar prepared, shared, and regularly updated	
Key Result Area 3: Intensify public outreach to popularise and generate interest in the NCF across the nation.										
Planned Activities & Outputs	Targets	Timeframe				Responsible Parties	Budget		Monitoring and Evaluation Framework	
		Q1	Q2	Q3	Q4		Description	Amount	Indicators	Sources of Evidence
Expected Outcomes:										
1. Increased public awareness of the NCF and what it does and stands for.										
2. Increase in the number of leaders in all domains of public life – political, economic, social, cultural, religious, diplomatic, security, law and order – who know about and endorse the NCF and its mission.										
1. Disseminate consistent messages and facts about political parties and organisations collectively and their stand on strategically chosen issues of public interest.	NCF messages clearly articulated Information products disseminated		X	X	X	Communication officer	Material development, production, and dissemination	20,000,000	Assorted information products	
2. Facilitate the participation of NCF members in selected public	Participation in public fora	X	X	X	X	NCF members Communication	Travel Subsistence	7,500,000	Participation in face-to-face interactions	

events that will give the NCF a face and a voice on strategically chosen matters of national interest.						officer				Representation at events of strategic importance to NCF
3. Develop the 'brand' and public profile of the NCF through proper institutional branding.	Develop and launch NCF logo and branding materials		X	X	X	Communication officer	Logo design Production of materials	3,500,000	Approved logo Assorted branding items	
4. Sponsor national radio and TV talk shows as a platform for NCF members to engage with and receive feedback from the public.	6 talk shows	X	X	X	X	Communication officer NCF members	Program sponsorship Broadcast airtime	12,000,000	Talk shows aired on radio and TV Feedback from the public	
5. Encourage the formation of district NCF chapters that will serve as focal points for grassroots mobilization of citizens to embrace and participate in the mission and activities of political parties and organizations under the umbrella of the NCF.	NCF chapters formed in at least one-quarter of all districts in Uganda		X	X	X	Communication officer NCF members NCF secretariat	Sensitisation workshops Meetings Event hosting and management	30,000,000	Number of NCF chapters formed and are active Guidelines for the formation and running of district chapters	
6. Work through the district NCF chapters to convey accurate and consistent messages and information about political parties and organizations.	Involvement of leaders and members of district chapters in NCF activities		X	X	X	Communication officer NCF members NCF secretariat	Outreach activities Travel Subsistence	15,000,000	Number of chapters and their leaders/members actively involved in NCF activities	
7. Produce information materials and products to broaden effective outreach including information packs, branded promotional materials, compelling success stories, and standardised	Assorted information materials produced and disseminated Opinion	X	X	X	X	Communication officer	Design, production, and dissemination of materials Public opinion	35,000,000	Inventory of information materials and products Uptake of NCF materials and products	

PowerPoint decks for use by NCF members when making presentations at public, closed-door, and informal events or meetings with stakeholders and influentials.	survey of public perception of the NCF						research		Public feedback on utility of NCF information materials and products	
									Public perception survey	
Key Result Area 4: Build sustained engagement with and outreach through the media to ensure constructive coverage of the NCF and its activities.										
Planned Activities & Outputs	Targets	Timeframe				Responsible Parties	Budget		Monitoring and Evaluation Framework	
		Q1	Q2	Q3	Q4		Description	Amount	Indicators	Sources of Evidence
Expected Outcomes:										
1. Accurate, consistent, and informative reporting about the NCF and its activities.										
2. Improved image and visibility of political parties and organizations in the media.										
3. Increase in the quality and quantity of coverage of the NCF and the political parties and organisations it represents.										
1. Set up a mechanism to monitor, analyse, respond to, and initiate media coverage of the NCF and its activities.	Proactively drive coverage of the NCF	X	X	X	X	Communication officer NCF members	N/A	N/A	Story pitches Feature placements Interviews with NCF members Newspaper and online opinions and commentaries by NCF members Appearance on radio and TV talk shows	
2. Build relations and network with key journalists and media executives to generate and sustain coverage of the NCF and its activities.	Media tour Participation in NCF events	X	X	X	X	Communication officer NCF members	Event hosting Travel	5,000,000	Number of journalists and media houses participating	
3. Support journalists to access information about the NCF and its activities.	News events	X	X	X	X	Communication officer NCF members	Event hosting Travel	5,000,000	Number of journalists and media houses seeking news and information from NCF	
4. Undertake monthly tracking of media coverage,	Media monitoring	X	X	X	X	Communication officer	Specialised media	7,500,000	Volume of coverage of the NCF	

prepare reports for review, and recommend follow-up responses and actions where necessary.	reports						monitoring services			
5. Maintain an up-to-date directory of key media contacts.	Contact list	X	X	X	X	Communication officer	N/A	N/A	Regularly updated contact list	
6. Organise quarterly breakfast meetings with where NCF members will interact with, share information, and exchange ideas with journalists and media executives to build rapport and establish stronger working relationships.	4 meetings on a rotational and regional basis across the country	X	X	X	X	Communication officer NCF members	Event hosting and management Travel	12,000,000	Number of journalists and media houses participating Coverage generated	
7. Partner with the African Centre for Media Excellence which organizes the Uganda National Journalism Awards to establish and launch an award category to recognize journalists and media houses that cover and portray the political and democratic processes in Uganda constructively, ethically, and in a sustained manner that meaningfully informs and educates citizens.	Set up and launch a political reporting award			X		Communication officer	Prize money Award event sponsorship	5,000,000	Awards presented to outstanding political journalists	
9. Provide regular analysis in the national media in form of newspaper op-ed (opinion/commentary) pieces by NCF members on issues the NCF is advocating or working on at	Monthly article on behalf of NCF	X	X	X	X	NCF members	N/A	N/A	Number of articles published Feedback from readers including online	

specific milestones that are potentially newsworthy.										
Key Result Area 5: Develop the proficiency of NCF members to communicate and represent NCF effectively in the media and the public.										
Planned Activities & Outputs	Targets	Timeframe				Responsible Parties	Budget		Monitoring and Evaluation Framework	
		Q1	Q2	Q3	Q4		Description	Amount	Indicators	Sources of Evidence
Expected Outcomes:										
1. Greater proficiency in using the principles and practices of media and public relations to effectively communicate about the NCF.										
2. Increased confidence among NCF members to engage with journalists and work with the media.										
1. To conduct a media and communication training gap analysis and needs assessment among NCF members.	Analysis of training gaps and needs	X				NCF Secretariat	Training consultant	5,000,000	Report submitted	
2. To design and deliver a media and communication capacity building program for NCF members.	Training program that addresses the capacity needs of NCF members designed		X			NCF Secretariat	Training consultant	25,000,000	Training program approved	
3. To train NCF members in the principles and practices of effective media engagement and communication.	Conduct a series of six three-hour practical workshops and personalised coaching sessions for small groups of NCF members including district chapters		X	X		NCF Secretariat	Workshop venue Training materials and resources	25,000,000	Training delivered Level of satisfaction with training as reported by the participants	
TOTAL								373,200,000		

