



The Republic of Uganda

**REPORT ON MONITORING AND EVALUATION OF THE
NATIONAL ETHICAL VALUES POLICY
AUGUST, 2020**

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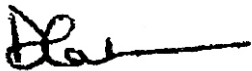
FOREWORD

The National Ethical Values Policy, 2013 was formulated to address the problem of persistent degeneration of morals, unprofessional conduct and the general unethical and dishonest behavior in both public and private affairs in society. The Directorate of Ethics and Integrity, Office of the President (DEI, OP) is the lead Institution in implementation of the policy.

The Policy was monitored and evaluated in August, 2020 to determine the status of its implementation for effectiveness and relevance by establishing the extent of change of the problem, achievement of the policy objectives, and implementation of the activities. The findings revealed that the policy was poorly drafted with objectives that do not meet the SMART criteria which might have contributed to having 43% of the 37 planned activities being irrelevant. It was observed that there was no baseline data and indicators on unethical behavior which made it difficult to assess the degree of change of the problem. It was also noted that national ethical values issues were crosscutting and required collaboration with local governments and non-state

actors to build synergies for effective and sustainable implementation of the policy.

It is important that DEI, OP to comes up with SMART objectives, indicators and baseline data on the general unethical behavior to facilitate alignment interventions to ensure effective addressing of the problem. Government and Private Institutions should priorities and budget for ethical issues for the benefit of all Ugandans.



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1.0 INTRODUCTION

This report is on monitoring and evaluation of the National Ethical Values Policy which was approved in 2013. Implementation of the policy was spearheaded by Directorate of Ethics and Integrity, Office of the President. Implementation of the policy was cross cutting involving both state and non-state actors. The purpose of the policy was to rebuild and sustain a morally upright society with national integrity for fulfilment of Uganda's aspirations and ideals with a mission of integrating and mainstreaming ethical values in all national social-economic development activities. The monitoring exercise was conducted from 10th to 19th August, 2020 with a major focus on the effectiveness and relevance of the policy.

2.0 BACKGROUND

Public policies are put in place as a means of addressing public issues aimed at improving lives of the citizens. The National Ethical Values Policy was approved in 2013 as a response to the public outcry on persistent degeneration of moral behavior,

unprofessional conduct and the general unethical and dishonest behavior in both public and private affairs in Uganda. The policy highlighted 10 national ethical values that were synthesized as commonly cherished values in all parts of Uganda whose institutionalization across the country would contribute towards moral regeneration, professional conduct, and ethical & honest behavior. The national ethical values were; respect for humanity & the environment, honesty, justice & fairness in dealing with others, hard work for self-reliance, integrity, creativity & innovativeness, social responsibility, social harmony, national unity & national consciousness and patriotism. The monitoring and evaluation involved assessment of the policy's performance in terms of effectiveness and relevance. This generated useful information on whether implementation of the policy was on course of achieving its objectives with their aligned activities and addressing the problem.

3.0 PROBLEM STATEMENT

The National Ethical Values Policy was formulated to respond to the public outcry on persistent degeneration of moral behavior, corruption, poor work ethics, sectarianism, selfishness, violence, tribalism, unprofessional conduct, and the general unethical & dishonest behavior in both public and private affairs in Uganda. However, there was no evidence of monitoring and evaluation of the policy on whether Government had taken action or not, or was on course of tackling the unethical behavior in the Uganda. Failure to monitor, evaluate, and document evidence on what worked and what had not worked led to wastage of resources and poor service delivery. There was therefore need to monitor and evaluate implementation of the policy to assess its performance.

4.0 PURPOSE

To assess the effectiveness and relevance of the National Ethical Values Policy.

5.0 OBJECTIVES

The objectives of the monitoring and evaluation exercise were:

- i. To assess the extent of change of the problem addressed by the National Ethical Values Policy.
- ii. To establish the extent of achievement of the National Ethical Values Policy objectives.
- iii. To determine whether the National Ethical Values Policy activities were implemented.
- iv. To assess the alignment of the National Ethical Values Policy problem, objectives and activities.

6.0 SCOPE

The planned scope of the monitoring and evaluation targeted the Directorate of Ethics and Integrity – Office of the President, Ministries, Departments & Agencies (MDAs) and Local Governments. The field activity was conducted between 10th and 19th August 2020.

7.0 METHODOLOGY

Monitoring and evaluation was conducted by staff of Cabinet Secretariat, Office of the President. Literature review was undertaken before the field monitoring activity and contributed to the generation of secondary data. The following was applied:

7.1 Sample and Sampling Method

Directorate of Ethics and Integrity being the lead implementer of the policy was the first sampled stakeholder in the exercise. In addition, Ministries, Local Governments and non-state actors were randomly selected for the monitoring exercise. These were; Office of the President, Ministry of Ministry of Public Service, Ministry of Agriculture, Animal Industry and Fisheries, District Local Governments of; Mpigi Kalungu, Masaka and Mbarara, and selected Religious Leaders.

7.2 Data Types and Sources

Both primary and secondary data were used in the exercise. Primary data was collected from the identified respondents

while secondary data was obtained from the National Ethical Values Policy and other reports generated by the DEI, OP.

7.3 Data Collection Methods and Tools

Data was collected through questionnaires, interview guide and document review.

7.4 Data Analysis

Data was analyzed using Microsoft Word and Excel. Presentation of findings was through tables and narrative for better outlay and understanding.

8.0 FINDINGS

The section highlights the summary and detailed findings of the monitoring and evaluation of implementation of the National Ethical Values Policy.

8.1 Summary of Findings

The key findings of the assessment of policy problem, objectives and activities are indicated below.

- i. Immoral behaviour, unprofessional conduct and the general unethical and dishonest behaviour remained persistent among Ugandans. (*Refer to table 1*).
- ii. The policy did not highlight the rates of unethical behaviour which made it hard to measure the change in the problem.
- iii. The policy was poorly drafted with objectives that were not SMART which might have contributed to having 43% of the 37 planned activities as irrelevant.
- iv. 49% (18 out of 37) of the planned activities in the policy were implemented. None execution of the 19

unimplemented activities was greatly attributed to unavailability of adequate funds.

- v. National ethical values issues were crosscutting and required collaboration of state and non-state actors to build synergies for effective and sustainable implementation of the policy.

8.2 Detailed Findings

This section presents details of the assessment of effectiveness and relevance of implementation the National Ethical Values Policy.

8.2.1 Effectiveness of Implementation of the National Ethical Values Policy

Assessment of effectiveness involved analysis of the extent of change of the problem, achievement of objectives and implementation of activities. The results of monitoring and evaluation are reflected as follows.

a) Change in the Problem

In terms of change in the problem, monitoring and evaluation focused on establishing whether the problem the policy intended to address had either increased, reduced or remained the same.

The problem intended to be addressed by the Policy

The National Ethical Values Policy stated that the problem to be addressed was persistent degeneration of moral behavior, unprofessional conduct and the general unethical and dishonest behavior in both public and private affairs in Uganda. That the problem was characterized by corruption, poor work ethics, sectarianism, selfishness, violence, and tribalism among others which slowed the desired development in Uganda.

Assessment of change of the problem was as follows;

The monitoring and evaluation exercise assessed whether implementation of the Policy had led to a reduction or increase in the problem among state and non-state actors. Stakeholders were requested to indicate whether unethical behavior had increased or reduced within their Institutions. The responses provided were as shown in the table 1:

Table 1: Change in the Problem

Response	Frequency	Percentage
Increased	15	53.6
Reduced	13	46.4
Total	28	100

46.4% of the respondents indicated that there was a reduction in unethical behavior while 53.6% indicated that unethical behavior was still persisting. However, respondents did not provide evidence of change of unethical behavior in terms of rate of change of corruption, poor work ethics, sectarianism, selfishness, violence, and tribalism. In addition, the policy did not provide baseline data and indicators for measuring the change in the problem. This made it difficult to assess the change in the problem.

b) Achievement of the Policy Objectives

Assessment of achievement of policy objectives involved identifying the extent of realisation of the objectives out of implementation of the policy. The monitoring and evaluation revealed the following:

Objective 1: To provide national framework within which other legislations to regulate human conduct shall operate.

The objective could not be achieved because there were already existing legislation such as; the Constitution, the Code of Conduct and Ethics for Uganda Public Service, and the Leadership Code Act 2002, which would support implementation of the National Ethical Values Policy and not the other way round.

Objective 2: To provide the basis for ownership of the national vision, aspiration and sustainable development.

No information was availed on how the policy provided a basis for ownership of the national vision, aspiration and sustainable development. The National Ethical Values Policy itself provides a basis for ownership of the national vision, aspiration and

sustainable development, hence, does not necessitate this objective.

Objective 3: To promote culture of integrity and positive attitudes towards national and personal development.

That this objective was achieved through promotion of discipline in the family, sensitization of communities on national values, education of citizens that they have a right to demand for services, and encouraging the public to participate in Government programs such as Emyooga and Operation Wealth Creation. However, there was no evidence provided.

From the analysis on the achievement of objectives, there was need to formulate SMART objectives from causes of unethical behaviour so as to demonstrate how the policy interventions would directly contribute towards addressing the problem.

c) Achievement of Activities

This assessment involved establishing the activities carried out during implementation of the Policy and the extent of their implementation.

The planned activities in the National Ethical Values Policy and the actual activities carried out during implementation of the policy are indicated in table 2.

Table 2: Activities carried out

S/N	Objectives	Planned Activity	Actual Activity Carried Out
1.	Objective 1: To provide national framework within which other legislations to regulate human conduct shall	Publish the National Ethical Values Policy.	The National Ethical Values Policy was published in 2013
		Launch the National Ethical Values Policy on the 51 st Independence Anniversary	The Policy was launched on 8 th October, 2013 the day before the 51 st National Independence day

S/N	Objectives	Planned Activity	Actual Activity Carried Out
	operate.	Celebrations	celebrations
Gazette the National Ethical Values and prayer breakfast day in the Calendar		The Policy was gazetted, and the national prayer breakfast day is celebrated every 8 th of October.	
Establish the structure for coordination, monitoring and evaluation of the policy.		The activity was not done, however, the structure of monitoring coordination and evaluation is yet to be established and DEI currently conducts the M&E of the Policy.	
Integrate the		The activity was not	

S/N	Objectives	Planned Activity	Actual Activity Carried Out
		National Ethical Values promotion in all Political Party structures, policies and programs.	done, however, the African Peer Review Mechanism tasked the Electoral Commission to work with DEI and make a Code of Conduct for Political Parties.
2.	Objective 2: To provide the basis for ownership of the national vision, aspiration and sustainable development.	Develop and Publicise a comprehensive documentary on the progressive evolution of indigenous value systems. Develop dissemination	A comprehensive documentary has not yet been developed and publicised. However, there is a concept note in place pending funding. The dissemination guidelines for the

S/N	Objectives	Planned Activity	Actual Activity Carried Out
		guidelines for the Policy.	Policy are in place.
		Conduct sub-regional dissemination workshops and seminars.	DEI conducts on average 40 sub-regional workshops per Financial Year.
		Conduct media programs to popularise and disseminate National Ethical Values Policy to all stakeholders.	All Sub regional Seminars have a Media component to popularise the Policy.
		Translate the National Ethical Values Policy into local	The policy has not yet been translated into different local languages. However,

S/N	Objectives	Planned Activity	Actual Activity Carried Out
		languages.	DEI is working with
		Print adequate copies of the translated the National Ethical Values Policy.	Ker Kwaro Acholi to translate the Policy in Acholi for the start.
		Initiate laws and review the existing legislations concerning ethical values.	No information was provided on the number of laws initiated and reviewed out of implementation of the policy
3.	Objective 3: To promote culture of integrity and positive	Integrate national ethical values into the code of conduct of public, private and	No information was provided on the integration of the national ethical values into the code

S/N	Objectives	Planned Activity	Actual Activity Carried Out
	<p>attitudes towards national and personal development.</p>	<p>professional associations.</p>	<p>of conduct of public, private and professional associations. However, DEI has engaged with Pharmacy Council, Mid—wives and Nurse Union, UNATU for Teachers so far on the matter.</p>
		<p>Develop a model code for Ugandans.</p>	<p>A model code for Ugandans has not yet been developed.</p>
		<p>Strengthen the enforcement of codes of conduct.</p>	<p>Integrity Focal Persons (IFPs) have been appointed in</p>

S/N	Objectives	Planned Activity	Actual Activity Carried Out
			MDAs and District Integrity Promotion Forums (DIPFs) in Local Governments to strengthen enforcement of codes of conduct.
		Establish coordination framework with private sector and professional associations.	An Inter-Agency Forum against Corruption (IAF) and the Anti-Corruption Public Private Partnership (ACPPP) were established to coordinate private sector and professional

S/N	Objectives	Planned Activity	Actual Activity Carried Out
			associations
		Display National Ethical Values in all public accessible places.	None of the public places visited had the national ethical values displayed. DEI continues to encourage Institutions to display the National Ethical Values (NEVs) in Public spaces.
		Mainstream national ethical values into corporate policies, strategies and	Under Governance and security program, DEI has encourage MDAs and LGs to mainstream national

S/N	Objectives	Planned Activity	Actual Activity Carried Out
		programs.	ethical values into corporate policies, strategies and programs
		Integrate promotion of the national ethical values in the Performance Agreements of public officials and civil servants	National ethical values had already been integrated in the Performance Agreements of public officials and civil servants
		Integrate the national ethical values in all sensitisation programs and activities	This is done in all programs especially those in Schools and Colleges.

S/N	Objectives	Planned Activity	Actual Activity Carried Out
		Translate the national ethical values into sector specific strategies and programs.	This is work in progress as Government migrates to Program based approach.
		Commit adequate resources for the implementation and promotion of the national ethical values.	DEI commits adequate Human resources despite financial resources being inadequate.
		Collaborate with DEI on matters of mainstreaming ethical values in programs and activities.	No information was provided on the number of institutions that collaborated with DEI on mainstreaming

S/N	Objectives	Planned Activity	Actual Activity Carried Out
			ethical values in programs and activities.
		Ensure Local Governments development programmes include promotion of ethical values.	86 District Integrity Promotion Forums have been established to enable promotion of ethical values Local Governments development programmes. More officials are being trained.
		Integrate national ethical values in Primary and Secondary	DEI has worked with the National Curriculum Development Centre

S/N	Objectives	Planned Activity	Actual Activity Carried Out
		schools Curriculums.	to integrate value sin the Curriculum.
		Integrate teaching of professional ethics as a module in all courses of Tertiary institutions and Universities.	No yet done, however, DEI is planning to start working with Kyambogo University on the matter.
		Develop training manuals and handbooks on integration of ethical values in education.	One training manual is in place and it is being revised.
		Build capacity of teachers and	All Primary Teachers Colleges

S/N	Objectives	Planned Activity	Actual Activity Carried Out
		<p>teacher trainers to effectively integrate ethical values in the teacher – learning process</p>	<p>have been trained from 2008-2015. DEI is planning to re-tool them once funds are available.</p>
		<p>Integrate national ethical values promotion into the schools co-curriculum activities.</p>	<p>National ethical values have not yet been integrated into the schools co-curriculum activities. DEI is working with an NGO, to integrate Values in co-curricular activities like games in Primary schools.</p>
		<p>Collaborate with</p>	<p>DEI has had very</p>

S/N	Objectives	Planned Activity	Actual Activity Carried Out
		cultural and traditional institutions.	impactful engagements with the Kingdoms of Alur, Acholi Lango Busoga Tien-Adhola ,Bugweri, and Buganda, Bunyoro-Kitara, etc.
		Collaborate with religious and faith-based organisations to mainstream these values in their preaching.	This is being done under the Dept. for Religious Affairs DEI.
		Integrate national ethical values in community	No yet done, however, DEI is planning to work

S/N	Objectives	Planned Activity	Actual Activity Carried Out
		development programs.	with MOGLSD under the Community Mobilisation and Mind-set Change program to achieve this.
		Integrate national ethical values into organisational policies and programs of CSOs, CBOs and FBOs.	No yet done, however, DEI is planning to work with MOGLSD under the Community Mobilisation and Mind-set Change program to achieve this.
		Sensitize the	This is being done

S/N	Objectives	Planned Activity	Actual Activity Carried Out
		parents on the parental roles.	under school outreach programs
		Collaborate with CSOs to promote ethical values in among families.	DEI is working with CSOs under the Anti-Corruption Public Private Partnership (ACPPP).
		Collaborate with religious/faith based organisations to sensitize families through the religious structures.	The Dept. of Religious Affairs/DEI collaborates with different religious/faith based organisations collaborated with.
		Integrate ethical values promotion	No yet done, however, DEI is yet

S/N	Objectives	Planned Activity	Actual Activity Carried Out
		through the youth structure of the National Youth Council.	to meet the National Youth Council.

49% (18 out of 37) of the planned activities in the policy have been implemented. None execution of the 19 unimplemented activities has been greatly attributed to unavailability of adequate funds. DEI continues to source funding from NGOs and Development Partners to enable implementation of interventions mainly those on awareness creation and capacity building.

8.2.2 Assessment of Relevance of the National Ethical Values Policy

Assessment of relevance involved analysis of the extent to which the achievement of policy activities enabled realisation of the objectives and addressing the problem. The results of the analysis are presented in table 3.

Table 3: Relevance of the Activities in realisation of the objectives and addressing the problem

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
1.	Publish the National Ethical Values Policy.	The National Ethical Values Policy was published in 2013	The intervention is not relevant because it is a given.
2.	Launch the National Ethical Values Policy on the 51 st Independence Anniversary Celebrations	The Policy was launched on 8 th October, 2013 the day before the 51 st National Independence day celebrations	The activity was relevant, however, this was a one off which wouldn't provide a basis for assessing the impact of policy implementation.
3.	Gazette the National Ethical	The Policy was gazetted, and the	The intervention is relevant because

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
	Values and prayer breakfast day in the Calendar	national prayer breakfast day is celebrated every 8 th of October.	gazetting the national prayer breakfast day would create a sense of ownership and awareness among the citizens.
4.	Establish the structure for coordination, monitoring and evaluation of the policy.	The activity was not done, however, the structure of monitoring coordination and evaluation is yet to be established and DEI currently conducts the M&E	The intervention is not relevant because it is a given. Each public policy developed should have a coordination, monitoring and evaluation strategy.

S/N	Planned Activity	Actual Activity Carried Out	Assessment of the Relevance of the Activities in addressing the Problem
		of the Policy.	
5.	Integrate the National Ethical Values promotion in all Political Party structures, policies and programs.	The activity was not done, however, the African Peer Review Mechanism tasked the Electoral Commission to work with DEI and make a Code of Conduct for Political Parties.	This is relevant because the integration of the national ethical values in all Political Party structures, policies and programs would promote ethical behaviours among the leaders.
6.	Develop and Publicise a comprehensive documentary on the progressive	A comprehensive documentary has not yet been developed and publicised. However, there is a	The activity is relevant because publication of documentaries on evolution of indigenous value

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
	evolution of indigenous value systems.	concept note in place pending funding.	systems would enable communities appreciate and have positive attitudes towards ethical behaviours.
7.	Develop dissemination guidelines for the Policy.	The dissemination guidelines for the Policy are in place.	The intervention is not relevant because it is a given. Each public policy should have a dissemination strategy.
8.	Conduct sub-regional dissemination workshops and	DEI conducts on average 40 sub-regional workshops per Financial Year.	The intervention is relevant because it enables awareness creation across the

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
	seminars.		country.
9.	Conduct media programs to popularise and disseminate National Ethical Values Policy to all stakeholders.	All Sub regional Seminars have a Media component to popularise the Policy.	The intervention is relevant because it enables faster awareness creation across the country and targets greater numbers of beneficiaries.
10.	Translate the National Ethical Values Policy into local languages.	The policy has not yet been translated into different local languages. However, DEI is working with	The intervention is not relevant because it is a given as the constitution provides for it.
11.	Print adequate	Ker Kwaro Acholi to	The intervention is not

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
	copies of the translated the National Ethical Values Policy.	translate the Policy in Acholi for the start.	relevant because it is a given.
12.	Initiate laws and review the existing legislations concerning ethical values.	No information was provided on the number of laws initiated and reviewed out of implementation of the policy	This activity is not relevant because coming up with new laws and amendment of the existing ones are policy options that cannot be initiated through implementation of a policy rather informed by a Regulatory

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
			Impact Assessment.
13.	Integrate national ethical values into the code of conduct of public, private and professional associations.	No information was provided on the integration of the national ethical values into the code of conduct of public, private and professional associations. However, DEI has engaged with Pharmacy Council, Mid—wives and Nurse Union,	This activity is relevant because it creates alignment of code of conduct of public, private and professional associations to the national ethical values.

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
		UNATU for Teachers so far on the matter.	
14.	Develop a model code for Ugandans.	A model code for Ugandans has not yet been developed.	This activity is not relevant because a model code would be a duplicate of the national ethical values.
15.	Strengthen the enforcement of codes of conduct.	Integrity Focal Persons (IFPs) have been appointed in MDAs and District Integrity Promotion Forums (DIPFs) in Local Governments	The intervention is relevant because it would enhance adherence to the National ethical values among public, private and professional

S/N	Planned Activity	Actual Activity Carried Out	Assessment of the Relevance of the Activities in addressing the Problem
		to strengthen enforcement of codes of conduct.	officers
16.	Establish coordination framework with private sector and professional associations.	An Inter-Agency Forum against Corruption (IAF) and the Anti-Corruption Public Private Partnership (ACPPP) were established to coordinate private sector and professional associations	This activity is not relevant because it duplicates activity 13.
17.	Display	None of the public	This activity is

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
	National Ethical Values in all public accessible places.	places visited had the national ethical values displayed. DEI continues to encourage Institutions to display the National Ethical Values (NEVs) in Public spaces.	relevant because it boasts awareness creation of the national ethical values.
18.	Mainstream national Ethical Values into corporate policies,	Under Governance and security program, DEI has encourage MDAs and LGs to	This activity is relevant because the intervention creates alignment of corporate policies, strategies and

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
	strategies and programs.	mainstream national ethical values into corporate policies, strategies and programs	programs with the national ethical values.
19.	Integrate promotion of the National Ethical Values in the Performance Agreements of public officials and civil servants	National ethical values had already been integrated in the Performance Agreements of public officials and civil servants	The intervention is relevant because it enhances adherence to the national ethical values among public officials and civil servants.

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
20.	Integrate the National Ethical Values in all sensitisation programs and activities	This is done in all programs especially those in Schools and Colleges.	The activity is relevant because it boasts adherence to the national ethical values among Ugandans.
21.	Translate the National Ethical Values into sector specific strategies and programs	This is work in progress as Government migrates to Program based approach.	The intervention is not relevant because it is a given.
22.	Commit adequate resources for	DEI commits adequate Human resources despite	The intervention is not relevant because it is a given. However,

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
	the implementation and promotion of the National Ethical Values	financial resources being inadequate.	implementation of the policy has been constrained by inadequate funding.
23.	Collaborate with DEI on matters of mainstreaming ethical values in programs and activities	No information was provided on the number of institutions that collaborated with DEI on mainstreaming ethical values in programs and activities.	The intervention is not relevant because DEI was already the lead implementing Institution for the policy.

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
24.	Ensure Local Governments development programmes include promotion of ethical values	86 District Integrity Promotion Forums have been established to enable promotion of ethical values Local Governments development programmes. More officials are being trained.	The activity is relevant because LGs take lead in implementation of Government actions and adherence to the national ethical values at LGs would greatly contribute towards service delivery
25.	Integrate National Ethical Values in Primary and	DEI has worked with the National Curriculum Development Centre	The activity is relevant because it would enable instillation of national ethical values

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
	Secondary schools Curriculums	to integrate value sin the Curriculum.	in Ugandan children at an early stage that would groom them into ethical citizens.
26.	Integrate teaching of professional ethics as a module in all courses of Tertiary institutions and Universities	No yet done, however, DEI is planning to start working with Kyambogo University on the matter.	The activity is relevant because it would equip students in Tertiary institutions with national ethical values.
27.	Develop training	One training manual is in place and it is	This is relevant because training

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
	manuals and handbooks on integration of ethical values in education	being revised.	manuals and handbooks would ease integration of ethical values in education.
28.	Build capacity of teachers and teacher trainers to effectively integrate ethical values in the teacher – learning process	All Primary Teachers Colleges have been trained from 2008-2015. DEI is planning to re-tool them once funds are available.	This activity is not relevant because it's a duplicate of activity 26.
29.	Integrate national Ethical	National ethical values have not yet	This activity is not relevant because it's a

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
	values promotion into the schools co curriculum activities	been integrated into the schools co-curriculum activities. DEI is working with an NGO, to integrate Values in co-curricular activities like games in Primary schools.	duplicate of activity 25.
30.	Collaborate with cultural and traditional institutions	DEI has had very impactful engagements with the Kingdoms of Alur, Acholi Lango Busoga Tien-Adhola	This is relevant because cultural and traditional institutions house and interact with mass communities more

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
		,Bugweri, and Buganda, Bunyoro-Kitara, etc.	regularly and this would ease instillation of the national ethical values as part of people’s culture
31.	Collaborate with religious and faith-based organisations to mainstream these values in their preaching	This is being done under the Dept. for Religious Affairs DEI.	This is relevant because religious and faith-based organisations influence character in society.
32.	Integrate National Ethical Values in	No yet done, however, DEI is planning to work	The activity is relevant as it would enable awareness creation of

S/N	Planned Activity	Actual Activity Carried Out	Assessment of the Relevance of the Activities in addressing the Problem
	community development programs	with MOGLSD under the Community Mobilisation and Mind-set Change program to achieve this.	the national ethical values at the lowest level in society.
33.	Integrate National ethical Values into organisational policies and programs of CSOs, CBOs and FBOs	No yet done, however, DEI is planning to work with MOGLSD under the Community Mobilisation and Mind-set Change	This activity is not relevant as it is a duplicate of activity 16.

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
		program to achieve this.	
34.	Sensitize the parents on the parental roles	This is being done under school outreach programs	This activity is relevant because homes are the bedrocks of instilling values in Ugandan children.
35.	Collaborate with CSOs to promote ethical values in among families	DEI is working with CSOs under the Anti-Corruption Public Private Partnership (ACPPP).	This activity is not relevant as it is a duplicate of activity 16.
36.	Collaborate	The Dept. of	This activity is not

S/N	Planned Activity	Actual Activity Carried Out	Assessment of Relevance of the Activities in addressing the Problem
	with religious/faith based organisations to sensitize families through the religious structures	Religious Affairs/DEI collaborates with different religious/faith based organisations collaborated with.	relevant as it is a duplicate of activity 16.
37.	Integrate ethical values promotion through the youths structure of the National Youth Council	No yet done, however, DEI is yet to meet the National Youth Council.	This activity is relevant as it will enable mainstream of the ethical values among activities of the youths.

21 out of 37 (57%) activities were relevant towards addressing the problem of persistent degeneration of moral behavior, unprofessional conduct and the general unethical and dishonest behavior in both public and private affairs in Uganda. Development of the 43% irrelevant activities could also have been attributed to the poorly drafted policy with some objectives that were not SMART. To ensure effective addressing of the problem, the implementing MDAs should come up with SMART objectives and activities that are aligned to the objectives and ultimately address the problem.

8.4 Challenges Faced During Implementation of the Policy

Challenges that were being faced in the implementation of the policy included:

- i. High poverty levels that caused Ugandans to adopt unethical values.
- ii. Easy access to unethical values through technology (computers, smart phones) and the media.

- iii. Negative foreign cultural influence on Ugandans that introduced negative practices such as homo sexuality.
- iv. Inadequate parenting skills mainly due to parents spending limited time with children.
- v. Advocates of ethical values did not walk the talk.
- vi. Weak cultural and family systems that have lost touch and influence over their people.
- vii. Conflict of interest among the enforcers.
- viii. Low spiritual and religious values among Ugandans.
- ix. Low levels of patriotism among Ugandans.

8.5 Proposals to Address the Challenges

The following proposals were made to address the above mentioned challenges:

- i. Promotion of patriotism among Ugandans.
- ii. Promotion of poverty eradication programs in communities.
- iii. Enhancement of awareness creation among parents on relevant parenting skills.

- iv. Controlling social media content to restrict negative information circulation.
- v. Engagement of cultural and religious leaders to enhance sensitization of communities through cultural and religious structures.
- vi. Enhancement of recognition and reward of those that are morally upright.
- vii. Encouragement of leaders in society to be exemplary.

9.0 CONCLUSION

It was established that 49% (18 out of 37) of the planned activities in the National Ethical Values Policy had been implemented. It was noted that 43% of the planned activities were irrelevant due to the poorly drafted policy with some objectives not being SMART. In addition, the policy did not provide baseline data and indicators for measuring the change in the problem. This made it difficult to assess the effectiveness of the policy. To ensure effective addressing of the problem, the implementing Institution should come up with SMART objectives with aligned activities to ultimately address the

problem. All these parameters should have clear indicators to facilitate measurement of change. National ethical values issues being crosscutting issues necessitates enhanced collaboration with local governments and non-state actors to build synergies for effective and sustainable implementation of the policy.

10.0 RECOMMENDATIONS

The following recommendations needed to be considered for better addressing of the problem of persistent degeneration of moral behavior, unprofessional conduct and the general unethical and dishonest behavior in both public and private affairs in Uganda:

- i. DEI, OP should come up indicators and baseline data on the general unethical behavior to facilitate assessment of the change of the problem.
- ii. DEI, OP should come up with SMART objectives from causes of unethical behaviour so as to demonstrate how the policy interventions will directly contribute towards addressing the problem. This will enable formulation of

relevant aligned interventions to ensure effective addressing of the problem.

- iii. DEI should strengthen partnerships with state and non-state actors to build synergies for effective and sustainable implementation of the policy.
- iv. Government should consider national ethical values issues as crosscutting that should be budgeted for by all MDAs and Local Governments to help in their promotion.