Public Sector Transformation Programme: What was the performance during FY 2021/22?

Overview

The Public Sector Transformation Programme contributes to the third National Development Plan (NDPIII) objective five whose aim is to strengthen the role of the State in guiding and facilitating development. This is to be achieved through increasing the effectiveness and efficiency of the public sector in response to the needs of the citizens and the private sector.

The lead agency is Ministry of Public Service (MoPS), and other implementing Ministries, Departments and Agencies (MDAs) include: Ministry of Information and Communication Technology and National Guidance; National Identification and Registration Authority; Ministry of Local Government (MoLG); Uganda Revenue Authority; Public Service Commission; Judicial Service Commission; Local Government Finance Commission; Inspectorate of Government; Ministry of Finance, Planning and Economic Development (MFPED); National Planning Authority; Ministry of Defence and Veteran Affairs; Office of the Prime Minister (OPM); and National Information Technology Authority-Uganda (NITA-U).

Primary and secondary data collection was done using random and purposive sampling methods covering five sub-programmes. The overall performance is an average of individual sub-programme scores assessed.

Criterion used to assess performance

Score	Comment
90% and above	Very good
70%-89%	Good
50%- 69%	Fair
49% and below	Poor

This policy brief examines the performance of the Public Sector Transformation Programme for FY 2021/22 and proposes key recommendations for improved service delivery.

Key Issues

- Weak secretariat for the Public Sector Transformation Programme Working Group.
- Disjointed initiatives with the public sector capacity building plan and the human resource planning framework.
- Mismanagement of the payroll is still rampant in local governments (LGs) despite the reforms.
- Lack of retooling and staffing of the Commercial Departments in LGs to spearhead the Parish Development Model.

Background

The Public Sector Transformation Programme (PSTP) objectives are to: (i) Strengthen accountability and transparency for results across Government; (ii) Streamline Government structures and institutions for efficient and effective service delivery; (iii) Strengthen strategic human resource management function of Government for improved service delivery; (iv) Deepen decentralization and citizen participation in local economic development.; and (v) Increase transparency and eliminate corruption in the delivery of services. The Programme has 21 interventions implemented through five sub-programmes.

Overall Programme Performance

Financial Performance

The approved budget for the programme was Ug shs 16.984billion (bn) of which Ug shs 16.374bn was released and Ug shs 16.103bn spent by 30th June 2022. The high absorption rates were on account of the wage and non-wage recurrent budgets that performed well (Table 1).

Physical Performance

Public Sector Transformation Programme performance was fair at 58% of the planned outputs and intermediate outcomes for all five sub-programmes as indicated hereafter.

Table 1: Financial Performance of the Public Sector Transformation Programme for FY 2021/22 (Ug shs bn)

Sub-programme	Budget	Release	Expenditure
Strengthening Accountability	2.129	2.121	2.103
Government Structures & Systems	4.298	4.298	4.219
Human Resource Management	7.297	7.279	7.135
Decentralization & Local Economic Development	2.692	2.107	2.104
Business Process Re-engineering	0.569	0.569	0.542
Overall Performance	**16.984**	**16.374**	**16.103**

Source: PBS, IFMS, MFPED, July 2021-June 2022

Strengthening Accountability for Results: Performance at both output and outcome level was fair at 65%, with one intervention exhibiting good, two fair and one poor.

Good performance: This was exhibited under the intervention to develop and enforce service and service delivery standards at 87%. The National Service Delivery Survey 2021 Report was developed and disseminated by the Uganda Bureau of Statistics. Local governments (LGs) and MDAs were supported to develop and document Service Delivery Standards. Annual joint inspections were undertaken in 21 LGs and 08 MDAs to promote responsiveness, transparency and accountability for service delivery.

Fair performance was exhibited for the intervention to review and strengthen the client charter feedback mechanism to enhance the public demand for accountability at 67%. Five LGs were supported to update client charters by the Ministry of Public Service, however, the process was slow. A total of 34 out of 40 barrazas were conducted in 15 districts to identify service delivery constraints and the key issues discussed were in the health, water, roads sectors, and staffing affecting service

delivery. All recommendations were taken up by the OPM for necessary action.

Strengthening public sector performance management intervention was rated at 50% where refresher trainings in performance management were undertaken for 1,663 out of 2,500 human resource officers. However, the performance management initiatives are still weak especially where institutional and individual work plans are not aligned to the strategic plans. Performance assessments in 36 of the targeted 90 District Service Commissions (DSCs) were conducted by the Public Service Commission to confirm whether they had complied with existing recruitment guidelines, it was noted that some LGs did not adhere to the guidelines.

Poor performance was exhibited for the intervention to enforce compliance to the rules and regulations at 45%. The following were not undertaken: 300 out of 560 Ombudsman complaints; nine out of ten system investigations in MDAs and LGs, and performance assessments for 54 out of 90 DSCs.

Government Structures and Systems: Performance of all the three interventions was fair at 53% with two of the three interventions that exhibited fair and one poor.

Fair performance was exhibited for the review and development, management and operational structures, systems and standards at 61%. Job descriptions and person specifications arising out of rationalization of agencies were developed. These included: i) Uganda Land Commission; ii) Rural Electrification Agency, and Nuclear Energy Departments, and iii) Ministry of Energy and Mineral Development prepared among others.

The intervention to restructure Government institutions to align with the new programmatic planning, budgeting and implementation was rated 50%. Draft reports for 53 of the 97 affected government MDAs under Rationalization of Agencies and Public Expenditure were presented to the Cabinet Sub-Committee for approval.

Poor performance was noted the intervention to rationalize and harmonize policies to support public

service delivery intervention at 49%. The formulation of Human Resource Policies to support implementation of the new programmatic approach was still slow and disjointed and policies were not evaluated.

Strategic Human Resource Management: Performance was fair at 55% with two interventions showing good performance; two fair; and three poor.

Good performance was noted for design and implement of a Rewards and Sanctions System intervention at 70%. The exit policy for non-performers was developed and incorporated under the Rewards and Sanctions Framework by the Ministry of Public Service. The intervention to empower MDAs to customize talent management intervention exhibited 71% performance as the Public Service Commission developed 79 of 80 selection instruments used in the assessment of applicants shortlisted for various posts. A total of 150 of the 160 Payroll Managers in 10 MDAs and 70 LGs were trained in wage and pension analysis.

The Annual Graduate Recruitment Exercise Aptitude Exams were conducted by the Public Service Commission and 4,688 applicants were tested, of these 732 were recommended for oral interviews.

Fair performance was noted for the intervention to undertake nurturing of civil servants through patriotic and long-term National Service training that scored 59%. The Human Resource Planning Framework 2020/21–2024/25 for the Uganda Public Service was finalized and rolled out to 20 LGs by the Ministry of Public Service.

The Human Resource Management System intervention was rated at 54% where the Human Capital Management (HCM) was rolled out to 30 of the 100 Votes. HCM customization and automation was completed for 14 of the 19 HR processes and functions. Some of the functions automated included among others: Establishment Management Control, Human Resource Planning, Recruitment, Payroll and Deductions, and Performance Management. Change management was integrated in all HCM activities to increase adoption and uptake. This revealed that there was efficiency and

effectiveness in management of salaries, pension, and recruitments.

Poor performance was noted for the intervention to develop and operationalize an e-document management system intervention at 45%. The Electronic Document and Records Management System was rolled out in two of the eight planned MDAs and two LGs. However, utilization of the e-document systems for management of the payroll reforms was still minimal in all LGs monitored.

Reviewing the existing legal, policy, regulatory and institutional frameworks intervention was at 37%. The Public Service Standing Orders, Professionalization of guidelines for the Public Service and a revised pay plan for enhancement of salaries were in place. However, the policies on recruitment of Chief Executive Officers, establishment of Salary Review Board, Human Resource Management Bill, a draft Regulatory Impact Assessment of the Human Resource Management Bill, and a policy on system reengineering were all in draft form.

Upgrading public sector training to improve relevance and impact interventions was at 49% where the E-learning platform was established at the Uganda Civil Service College including the learning management system. However, it has not yet been equipped with computers and accessories, as well as shelves for storing library books.

Decentralization and Local Economic Development: Performance of four of the five interventions was fair at 61% with all four interventions achieving fair performance.

Fair Performance: Strengthening collaboration of all stakeholders to promote local economic development (LED) was rated 53%. A National Strategy for LED dissemination and sensitization workshop was conducted for commercial officers in 10 districts. Increasing participation of non-state actors in planning and budgeting intervention was rated at 68%. The MFPED organised four engagements with Civil Society Organizations to gather their views for input into the budget process for FY 2023/24.

Operationalize the parish model intervention exhibited 67% through recruitment of parish chiefs and establishing the necessary infrastructure. Out of 10,594 posts, 6,197 were filled and recruitment for the remaining 4,370 positions was ongoing and most had constituted Parish Development Committees. This has enabled MDAs to harmonise work plans and also roll-out Parish Development Model (PDM) national exercises. A total of 10,000 out of 15,000 copies of the PDM Guidelines were printed and dissemination was ongoing in all 176 LGs.

For the LG fiscal decentralization and self-reliance capacity intervention the score was at 56%. Local revenue administration and management was automated in 13 LGs to ensure continuity and sustainability of the integrated revenue administration system under the tax registration expansion program. In addition, the grants allocation formulae and models were reviewed in line with the program approach to make them responsive to line ministries policies, to in-build crosscutting issues like poverty, HIV/AIDS, gender and environment. This was to ensure fair distribution and sustainable financing for all LGs.

Business Process Re-engineering and Information Management: Performance was fair at 55% with all three interventions rated fair.

Fair Performance: Improve access to timely, accurate and comprehensible public information intervention was rated 59%. The NITA-U developed and revamped a total of 18 Government websites making the total number of websites hosted and obtaining technical support from NITA-U to date at 496.

The intervention to re-engineer public service delivery business processes scored 56%; the Kasese One Stop Centre was fully equipped by the MoPS, and was functional. Over 1,000 clients were received on a monthly basis and communities were aware of the project through radio talk shows.

The design and implement electronic citizen (e-citizen) system intervention scored 50%. The Ministry of Information and Communication and Technology, and NITA-U enhanced capacity in ICT skills in the Public Service through trainings in the development, implementation and roll-out of e-Government Procurement System (e-GP).

Conclusion

Overall Programme performance was fair. The Programme has made significant progress in adopting the programmatic approach as required by the NDPIII, however, the disjointed initiatives within the capacity building plan and human resource planning; rampant mismanagement of the payroll in LGs; inadequate staffing of Commercial Departments in LGs to spearhead the PDM initiatives; and weak secretariat for the Programme Working Group should be addressed to ensure effective implementation.

Recommendations

1. The MoPS being the lead agency for this programme should through the working group realign all planned outputs to their interventions if the programme is to achieve its intended objectives.
2. The UCSC should develop a comprehensive training program in line with the public sector capacity building plan and lobby for funding from MFPED.
3. The MoPS should engage consultants in the implementation of some interventions e.g. business process re-engineering of systems, the balanced score card, human resource planning and training in human resource data analytics under HCM.
4. The MoPS should harmonise the budgeting, development, implementation and evaluation of human resource policies.

References

1. BMAU: Annual Budget Monitoring Report FY 2021/22.
2. Public Sector Transformation Programme Annual Performance Report FY 2021/22.

For more information, contact
Budget Monitoring and Accountability Unit
Ministry of Finance, Planning and Economic Development
P.O Box 8147, Kampala
www.finance.go.ug