



PUBLIC SECTOR TRANSFORMATION PROGRAMME

SEMI-ANNUAL BUDGET MONITORING REPORT

FINANCIAL YEAR 2022/23

APRIL 2023

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ABBREVIATIONS AND ACRONYMS

CAO	Chief Administrative Officer
DLGs	District Local Governments
DSCs	District Service Commissions
DPP	Directorate of Public Prosecutions
EDRMS	Electronic Document and Records Management System
FY	Financial Year
GoU	Government of Uganda
HCM	Human Capital Management
HR	Human Resource
HRD	Human Resource Development
IFMS	Integrated Financial Management System
IPPS	Integrated Personnel and Payroll System
LGFC	Local Government Finance Commission
LGs	Local Governments
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
MDAs	Ministries, Departments and Agencies
MFPEd	Ministry of Finance, Planning and Economic Development
MEACA	Ministry of East African Community Affairs
MEMD	Ministry of Energy and Mineral Development
MoES	Ministry of Education and Sports
MLHUD	Ministry of Lands, Housing and Urban Development
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MRH	Mulago National Referral Hospital
MoTIC	Ministry of Trade, Industry and Cooperatives
MPS	Ministerial Policy Statements
NARC	National Archives Records Centre
NDP	National Development Plan
NID	National Identification System
PAIPAS	Pearl of Africa Institutional Performance Scorecard
PBS	Programme Budgeting System
PDM	Parish Development Model
PDMS	Payroll and Deductions Management System
PHRO	Principal Human Resource Officer
PST	Public Sector Transformation
RRH	Regional Referral Hospital
UAC	Uganda AIDS Commission
UBT	Uganda Blood Transfusion
UCI	Uganda Cancer Institute
EOC	Equal Opportunities Commission
UBOS	Uganda Bureau of Statistics
OAG	Office of the Auditor General



FOREWORD

Uganda like many other countries in the world continues to be affected by the aftermaths of the Coronavirus Disease (COVID-19) pandemic, Russia's invasion of Ukraine, climate change effects, and increasing food prices among the many global shocks today. Amidst this environment, the Government has shown a strong commitment to innovatively raise and allocate resources to fund its strategic interventions, in a bid to build resilience and drive sustainable economic growth and development.

For this Financial Year 2022/23, the semi-annual programme monitoring findings show a fair performance across the board, with a few programmes on track to achieving their annual goals. This performance notwithstanding, there are still many perennial challenges that are putting many government interventions at risk of not achieving their intended objectives.

Since we are operating in an environment of scarcity, it is imperative that we expedite the processes of streamlining and strengthening our planning, implementation, monitoring and execution of Government programmes. We must harness the comparative advantages expected from operating in a programme mode. To that effect, all Ministries, Departments, Agencies and Local Governments should critically review the noted challenges and institute innovative ways of circumventing them during the remaining months.

Ramathan Ggoobi

Permanent Secretary/Secretary to the Treasury



EXECUTIVE SUMMARY

The Public Sector Transformation (PST) Programme seeks to improve public sector response to the needs of the citizens and the private sector. The key expected results include: improvements in the indices of government effectiveness, public service productivity, global competitiveness and corruption perception indices. The programme is expected to address key challenges in the public sector of weak performance, low accountability for results and unsatisfactory work ethic in the public sector that does not adequately respond to the needs of citizens and the private sector.

The programme consists of five sub-programmes namely: Strengthening Accountability for Results; Government Structures and Systems; Strategic Human Resource Management; Deepening Decentralisation and Local Economic Development; and Business Process Re-engineering and Information Management. This report presents monitoring findings for the PST Programme for the period 1st July 2022 to 31st December 2022.

Overall Programme Performance

The total approved budget for the Public Sector Transformation Programme for FY 2022/23 is Ug shs 31.61billion (bn) of which Ug shs 12.22bn (39%) was released and Ug shs 10.09bn (83%) spent by 31st December 2022. This was a fair release and absorption.

The overall performance of the programme was fair at 52%, largely driven by the Strengthening Accountability for Results Sub-programme which exhibited fair (52%) and 83% absorption by half year FY 2022/23. Of the four interventions, three exhibited fair performance, while one had poor performance.

Strengthening Accountability for Results

The implementation of the decentralized payroll reforms in Ministries, Departments and Agencies (MDAs) and Local Governments (LGs) was fair. Despite the timely release of the wage, pension funds, and arrears by the Ministry of Finance, Planning and Economic Development (MFPED) that is paid by 28th of every month in LGs, there are still irregularities on the payroll management in LGs. There are also significant variances between the existing employee count and salary pension amounts processed on the Integrated Personnel and Payroll System (IPPS) and final payment figures of the Integrated Financial Management System (IFMS) e.g. in the MDALGs like Police, Prisons, Masindi District, Kasese Municipal Council, and some LGs had unexplained unspent balances.

The Office of the Prime Minister (OPM) conducted six out of 35 barrazas in Luweero, Mukono, Mpigi and Masaka districts which identified service delivery constraints mainly in the health, education, water, and roads sectors. Public sector performance management was strengthened through refresher trainings in performance management for 1,175 of the planned 4,000 Human Resource Officers to enhance their skills in performance management. The Ministry of Local government (MoLG) conducted a training for Chief Administrative Officers, Principal Human Resource Officers, Secretaries, District Service Commissions on the Balanced Score Card. These were required to train all other LG staff.

Attendance to duty was monitored in 14 out of the planned 60 LGs. Analysis from the Rewards and Sanctions Committees in the LGs revealed that there was still a high rate of absenteeism and abscondments amongst health workers and teachers thus affecting service delivery. Compliance inspections were conducted in 8 of the 16 MDAs; and 20 of the 40 LGs to promote compliance with



the service delivery standards, rules, regulations and procedures. The Pearl of Africa Institutional Performance Scorecard (PAIPAS) was also administered in 20 of the 40 LGs in order to promote responsiveness, transparency and accountability for service delivery and to enhance a healthy completion between institutions.

Full attainment of the sub-programme objective was hampered by poor work ethics and mind-set to client charters by LGs as a form of accountability in service delivery; poor customer service in public offices and several cases of mistreatment or harassment of clients for example in the payment of pensions, gratuity, wage and salary arrears in LGs; minimal implementation of compendiums for delivery standards for both MDAs and LGs.

Government Staffing Structures and Systems

The sub-programme performance was fair at 53%. Staffing structures for 11 of the 33 MDAs were reviewed, developed and communicated for implementation by the MoPS. However due to insufficient budgets not all MDAs are implementing the new approved staffing structures. Job descriptions and person specifications of six MDAs arising out of rationalization were reviewed and developed. Job descriptions were developed for Nyabyeya Forestry College in Masindi under the Ministry of Water & Environment; the Directorate of Petroleum in Ministry of Energy and Mineral Development for the Department of Upstream, Midstream and Downstream, Department of Transport Infrastructure and Service under the Ministry of Works & Transport; and Community Development, Probation and Welfare Positions, Labour under the Ministry of Gender, Labour and Social Development (MGLSD).

Schemes of service for six¹ out of 16 cadres were developed; and sensitization and capacity building workshops conducted for the establishment and operationalization of Service Uganda Centres. The Service Uganda Centres in Kasese, Mbale and Jinja were established and operationalized to provide technical support to votes on integrating service delivery models. Centres in Mbale and Jinja LGs although operational were not well equipped, whereas the planned service centre in Hoima City has never been set up.

Strategic Human Resource Management

Performance was fair at 50%. The MoPS developed, and disseminated the public sector capacity building plan to MDALGs, however because of budgetary constraints implementation is still minimal. The Civil Service College Uganda trained 350 planned public officers in performance management, results oriented management, conflict resolution, leadership and strategic management. Guidelines on management of salary, wage, pension and gratuity were developed and disseminated to the entire public service, however implementation in some LGs was still minimal. There were still issues with payroll management in both MDAs and LGs and arrears in wage pension and gratuity where some Accounting and Human Resource Officers do not adhere to the guidelines.

The Human Capital Management Systems was automated in 60 of the 100 votes. This has improved turn-around time, savings from payroll cleaning, accuracy of payroll processing, salary and pension payment in LGs, however, implementation was still slow due to delayed provision of data from Government of Uganda for migration.

¹ Community Development Officers, Wildlife Officers, Energy Officers, Land Surveyors, Government Analysts and Physical Planners



A total of 62 LGs of the targeted 68 had fully constituted District Service Commissions with 5 members as noted in the LGs of Bukedea, Isingiro, Kabale, Mbarara, Rukiga and Soroti that were monitored; while 82 had functional but not fully constituted commissions. To review the existing legal, policy, regulatory and institutional frameworks, support supervision on implementation of HR Policies and Procedures was conducted in 24 planned LGs, however formulation of the HR policies to support the implementation of the new program approach was still slow, disjointed and policies not evaluated.

Decentralization and Local Economic Development

Performance was fair at 51%. Two of the three interventions achieved fair, performance while one had poor performance. This was attributed to minimal supervision of the Parish Development Model (PDM) activities in 8 of the planned 100 LGs. To strengthen collaboration of all stakeholders to promote the Local Economic Development (LED), the MoLG supported all 28 planned LGs to develop their LED strategies, however majority of LGs visited had no LED initiatives because of budgetary and capacity issues. Under the PDM, 6,197 of the 10,594 Parish Chief posts had been recruited by December 2022, and recruitment for the remaining 4,370 positions was ongoing. Most LGs had constituted Parish Development Committees. The grants allocation formulae and models were reviewed by the Local Government Finance Commission in line with the program approach.

Programme Challenges

- i. Payroll management still has irregularities in LGs and experiences in wage shortfalls in the health, secondary education, and production sectors arising from enhancement of salaries for scientists. Pension and gratuity shortfalls arising out of inadequate releases.
- ii. Minimal implementation of the Balanced Score Card in the piloted LGs because of the short duration of the training which did not allow the participants to properly internalize the concept and its application.
- iii. Slow implementation of the rationalization exercise, the Human Capital Management Systems, the Electronic Document Management System, and HR policies and strategic human resource management.
- iv. Most LGs have not implemented the LED strategy because of budgetary constraints, under staffing and retooling of commercial departments.

Recommendations

- i. The MoLG in consultation with MFPED should sanction Accounting Officers with unexplained payroll regularities such as unspent balances on wage and pension.
- ii. The Programme Working Group in the Ministry of Public Service should prioritize and realign strategic planned outputs with the interventions and the meagre resource envelope.
- iii. The MFPED should review the funding on wage, capacity building and retooling of commercial departments in LGs since it is a focal department in the implementation of LED initiatives.



CHAPTER 1: INTRODUCTION

1.1 Background

The mission of the Ministry of Finance, Planning and Economic Development (MFPED) is, “*To formulate sound economic policies, maximize revenue mobilization, and ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development.*”

The MFPED through Budget Monitoring and Accountability Unit (BMAU) tracks implementation of programmes/projects by observing how values of different financial and physical indicators change over time against stated goals, indicators and targets (how things are working). The BMAU work is aligned to budget execution, accountability, service delivery, and implementation of the Domestic Revenue Mobilisation Strategy (DRMS).

Since Financial Year 2021/22, the BMAU is undertaking Programme-Based Monitoring to assess performance against targets, outputs and outcomes in the Programme Implementation Action Plans (PIAPs) of the Third National Development Plan (NDPIII). Semi and annual field monitoring of Government programmes and projects is undertaken to verify receipt and application of funds by the user entities and beneficiaries, the outputs and intermediate outcomes achieved, and level of gender and equity compliance in the budget execution processes. The monitoring also reviews the coherency in implementing the PIAP interventions; the level of cohesion between sub-programmes; and challenges and proposes recommendations.

The monitoring covered the following Programmes: Agro-Industrialization; Community Mobilization and Mind-set Change; Digital Transformation; Human Capital Development; Innovation, Technology Development and Transfer; Integrated Transport Infrastructure and Services; Manufacturing; Mineral Development; Natural Resources, Environment, Climate Change, Land and Water Management; Public Sector Transformation; Regional Development; Sustainable Development of Petroleum Resources; and Sustainable Energy Development.

This report presents findings from semi-annual monitoring of the **Public Sector Transformation Programme** for the budget execution period 1st July 2022 to 31st December 2022.

1.2 Public Sector Transformation Programme

The Public Sector Transformation Programme (PSTP) contributes to the NDPIII objective 5 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 programme is delivered through five sub-programmes namely: (i) Strengthening Accountability for results; (ii) Government Structures and Systems; (iii) Human Resource Management; (iv) Deepening Decentralisation and Local Economic Development; and (v) Business Process Re-engineering and Information Management.

The lead agency is the Ministry of Public Service (MoPS), and other implementing MDAs include: Ministry of Information and Communication Technology and National Guidance (MoICT&NG); Ministry of Justice and Constitutional Affairs (MoJCA); National Identification and Registration Authority (NIRA); Ministry of Local Government (MoLG); Uganda Broadcasting Cooperation (UBC); Uganda Communications Commission (UCC); Uganda Revenue Authority (URA); and Public Service Commission (PSC).



Others are: Education Service Commission (ESC); Health Service Commission (HSC); Judicial Service Commission (JSC); Local Government Finance Commission (LGFC); Private Sector Foundation Uganda (PSFU); Inspectorate of Government (IG); National Council for Higher Education (represents universities); Ministry of Finance, Planning and Economic Development (MFPED); National Planning Authority (NPA); Ministry of Defence and Veteran Affairs (MoDVA); Ministry of Health (MoH); Office of the Prime Minister (OPM); and National Information Technology Authority (NITA).

1.3 Programme Goal and Objectives

The goal of the Public Sector Transformation Programme is to improve public sector response to the needs of the citizens and the private sector. The objectives of Public Sector Transformation 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.

1.4 Sub-programmes

The programme is implemented through five sub-programmes, namely: Strengthening Accountability for Results; Government Structures and Systems; Human Resource Management; Decentralization and Local Economic Development; and Business Process Re-engineering and Information Management.

1.5 Programme Outcomes

The key results² to be achieved for the FY 2022/23 include:

- i) Increase Government Effectiveness Index from -0.58 to 0.05.
- ii) Reduce corruption as measured by the corruption perception index from 27% to 31.6%.
- iii) Increase the attractiveness of Uganda as an investment destination as measured by the Global Competitiveness Index from 48.9% to 53.1%.

² National Budget Framework Paper FY 2022/23 – FY 2026/27



CHAPTER 2: METHODOLOGY

2.1 Scope

This monitoring report is based on all interventions in the Public Sector Transformation Programme. The monitoring covered interventions implemented during FY 2022/23 (1st July 2022-31st December, 2022). The interventions and planned outputs reviewed under each sub programme, Ministry, Department and Agency (MDAs)/Vote/Local Governments are listed in Annex 1.

Monitoring involved analysis and tracking of inputs, activities, processes, outputs and as identified in the Programme Implementation Action Plan (PIAP), Ministerial Policy Statements (PIAPs), and annual and quarterly work plans, progress and performance reports of MDAs and LGs.

This monitoring report presents progress on the implementation of the Programme interventions under the five sub-programmes (section 1.4). A total of 21 interventions for FY2022/23 listed below were reviewed. Of these, 15 (71%) were monitored.

- i. Review and strengthen the client charter feedback mechanism to enhance the public demand for accountability.
- ii. Develop and enforce service and service delivery standards.
- iii. Strengthening public sector performance management.
- iv. Enforce compliance to the rules and regulations.
- v. Restructure Government institutions (MDAs & sectors) to align with new program planning, budgeting and implementation.
- vi. Review and develop management and operational structures, systems and standards.
- vii. Rationalize and harmonize policies to support public service delivery.
- viii. Undertake nurturing of civil servants through patriotic and long-term national service training.
- ix. Design and implement a rewards and sanctions system.
- x. Empower MDAs to customize talent management (attract, retain and motivate public servants).
- xi. Roll out the Human Resource Management System (payroll management, productivity management, work leave, e-inspection).
- xii. Develop and operationalize an e-document management system
- xiii. Review the existing legal, policy, regulatory and institutional frameworks to standardize regulation and benefits in the public service.
- xiv. Upgrade Public sector training to improve relevance and impact.
- xv. Strengthen collaboration of all stakeholders to promote local economic development.
- xvi. Increase participation of Non-State Actors in Planning and Budgeting
- xvii. Operationalize the parish model.
- xviii. Build Local Government fiscal decentralization and self-reliance capacity
- xix. Re-engineer public service delivery business processes.
- xx. Design and implement electronic citizen (e-citizen) system
- xxi. Improve access to timely, accurate and comprehensible public information.



The interventions to monitor was based on the following criteria:

- i. Significant contribution to the programme objectives and national priorities.
- ii. Level of investment, interventions that had large volume of funds allocated were prioritized.
- iii. Planned outputs whose implementation commenced in the year of review, whether directly financed or not.
- iv. Interventions that had clearly articulated gender and equity commitments in the policy documents.

2.2 Approach and Sampling

Both qualitative and quantitative methods were used in the monitoring exercise. Physical performance of interventions, planned outputs were assessed. The progress reported was linked to expenditure and physical performance. Purposive sampling was used in selecting interventions and outputs from the PIAPs, MPSs and progress reports of the respective MDALGs for monitoring.

To aid mapping of PIAP interventions against annual planned targets stated in the Vote MPS and quarterly work plans, a multi-stage sampling was undertaken at four levels: i) Sub-programmes ii) Sub sub-programmes iii) Local Governments, and iv) Project beneficiaries. Regional representation was considered in the selection of districts and outputs.

2.3 Data Collection

Data collection

The monitoring team employed both primary and secondary data collection methods. Secondary data collection methods included;

- i) Literature review from key policy documents including, MPSs FY 2022/23; National and Programme Budget Framework Papers; NDPIII PIAPs, quarterly progress reports and work plans for the respective implementing agencies, Budget Speech, Public Investment Plans, Approved Estimates of Revenue and Expenditure, project reports, strategic plans, policy documents, and Evaluation Reports for selected programmes/projects.
- ii) Review and analysis of data from the Integrated Financial Management System (IFMS); Programme Budgeting System (PBS); Quarterly Performance Reports; and Integrated Personnel and Payroll System (IPPS).

Primary data collection methods on the other hand included:

- i) Consultations and key informant interviews with Institutional heads, project/intervention managers, household heads, and service beneficiaries at various implementation levels.
- ii) Field visits to various cities, districts, and municipal councils and sub-counties for primary data collection, observation and photography.
- iii) Call-backs in some cases were made to triangulate information.

2.4 Data Analysis

The data was analyzed using both qualitative and quantitative approaches.

Qualitative data was examined and classified in terms of constructs, themes or patterns to explain events among the beneficiaries (interpretation analysis) and reflective analysis where the monitoring teams provided an objective interpretation of the field events. Quantitative data on the other hand was analyzed using advanced excel tools that aided interpretation.



Comparative analyses were done using percentages, averages, and cross tabulations of the outputs/interventions and the overall scores. Performance of outputs/interventions and was rated in percentages according to level of achievement against the annual targets. The sub-programme score was determined as the weighted aggregate of the average percentage ratings for the output of 65%:35% respectively.

The overall programme performance is an average of individual sub-programme scores assessed. The performance of the programme and sub-programme was rated on the basis of the criterion in **Table 2.1**. Based on the rating assigned, a BMAU colour coded system was used to alert the policy makers and implementers on whether the interventions were achieved or had very good performance (Green), or good performance (yellow), fair performance (light gold) and poor performance (Red) to aid decision making.

Table 2.1: Assessment guide to measure performance in FY 2022/23

Score	Performance Rating	Comment
90% and above	Green	Very Good (Achieved at least 90% of outputs)
70%-89%	Yellow	Good (Achieved at least 70% of outputs and outcomes)
50%- 69%	Light Gold	Fair (Achieved at least 50% of outputs and outcomes)
49% and below	Red	Poor (Achieved below 50% of outputs and outcomes)

Source: Author's Compilation

Ethical considerations

Introduction letters from the Permanent Secretary/Secretary to Treasury were issued to the respective MDAs, and LGs visited. Entry meetings were held with the Accounting Officers or delegated officers upon commencement of the monitoring exercise. Consent was sought from all respondents including programme or project beneficiaries.

2.5 Limitations of the Report

- i. Lack of access to information on decentralized payroll management from MFPED and MoPS, and unavailability of staff to provide information.
- ii. Limited or lack of progressive reports on activities implemented in the field.

2.6 Structure of the Report

The report is structured into four chapters. These are: Introduction, Methodology, Programme Performance, Conclusion and Recommendations respectively.



CHAPTER 3: PROGRAMME PERFORMANCE

3.1 Introduction

Programme Financial Performance

The Programme budget for FY 2022/23 is Ug shs 31.61bn, of which Ug shs 12.22bn was released at half year and Ug shs 10.09bn spent by 31st December, 2022 as shown in Table 3.1. Overall release was fair at 39% and absorption very good at 83%. The highest release was under the Strategic Human Resource Management Sub-programme, and the least was under the Decentralization and Local Economic Development Sub-programme.

Table 3.1: Financial Performance of the Public Sector Transformation Programme by 31st December 2022

Sub-Programme	Budget	Release (Ug shs bn)	Expenditure (Ug shs bn)	% of budget released	% of release spent
Strengthening Accountability	8,230,217,341	3,483,773,163	2,542,455,411	42	73
Government Structures and Systems	8,964,786,590	2,747,586,491	2,257,309,056	31	82
Human Resource Management	10,231,994,023	3,656,836,306	3,059,690,889	36	84
Decentralization and Local Economic Development	4,178,948,910	2,332,624,262	2,235,244,584	56	96
Overall Performance	31,605,946,864	12,220,820,222	10,094,699,940	39	83

Source: IFMS, MFPEd, FY 2022/23

Programme Overall Performance

The overall semi-annual programme physical performance was fair at 52% against financial performance of 83% for the four sub-programmes (Table 3.2). At intervention level, 12 of the 18 interventions exhibited fair performance, whereas six had poor performance.

Table 3.2: Overall Performance of the Public Sector Transformation Programme by 31st December 2022

Sub-programme	Physical Performance (%)	Remarks
Strengthening Accountability		Fair as 54% of planned outputs achieved
Government Structures and Systems		Fair as 53% of planned outputs achieved
Human Resource Management		Fair as 50% of planned outputs achieved
Decentralization and Local Economic Development		Fair as 51% of planned outputs achieved
Overall programme performance	52	Fair performance

Source: Author's Compilation



3.2 Strengthening Accountability for Results Sub-programme

Introduction

The sub-programme aims to; i) strengthen accountability for results across Government; ii) verify, validate and confirm adherence to established standards in the delivery of Public Service; and iii) promote efficient, economic and effective records and information management systems and preserve the documented heritage (archives) for Uganda's posterity.

The sub-programme consists of four interventions namely:

- i) Review and strengthen the client charter feedback mechanism to enhance the public demand for accountability
- ii) Develop and enforce service and service delivery standards
- iii) Strengthen Public Sector Performance Management initiatives
- iv) Enforce Compliance to rules and regulations.

The sub-programme interventions are implemented under the following entities: MoPS, MoLG, PSC, NPA, IG and Office of the Prime Minister (OPM).

Financial Performance

The approved budget for FY 2022/23 for the sub-programme is Ug shs 8.23bn, of which Ug shs 3.48bn (42%) was released and Ug shs 2.54bn (73%) spent by 31st December, 2022. This was good release and absorption. The largest proportion of the budget allocation was under the intervention of - Enforce compliance to the rules and regulations, which accounted for the 49%; while - Develop and enforce service and service delivery standards received the least (8% of the budget).

Sub-programme Performance

Semi-annual monitoring focused on all four (100%) interventions and the overall performance of Strengthening Accountability for Results sub-programme was fair (54%). At intervention level, the performance varied with three fair and one poor (Table 3.3). *Refer to Annex 2 for details of sub-programme and output performance.*

Despite dissemination of the Circular Standing Instruction No.5 of 2022 on revised guidelines on of the client charter in the Public Service most districts visited had not finalized on the development of the client charters. While in other districts client charters and feedback mechanisms were non-existent.

Table 3.3: Performance of the Strengthening Accountability for Results Intervention by 31st December 2022

Intervention	Performance status	Remarks
Review and strengthen the client charter feedback mechanism to enhance the public demand for accountability	Fair	Fair (achieved 60% of outputs). New guidelines of the client charter and feedback mechanism were disseminated to LGs, although implementation was minimal and only 6 of the 35 LGs conducted barrazas.
Strengthening public sector performance management	Poor	Poor (achieved 48% of outputs) capacity building was conducted for 1,175 of the planned 4,000 officers in MDAs and LGs,



Intervention	Performance status	Remarks
Develop and enforce service and service delivery standards		Fair (achieved 53% of outputs). Inspection and Pearl of Africa Institutional Performance Assessment Scorecard were undertaken for 20 of the 40 LGs; a draft compendium of the Service Delivery Standards was prepared.
Enforce compliance to the rules and regulations		Fair (achieved 53% of outputs). Declarations of incomes assets and liabilities was verified for 46 of the planned 600 leaders. Ten of the 25 submissions on appeals from five districts/cities were concluded.

Source: Author's Compilation

Detailed performance of the four interventions under the sub-programme are discussed hereafter:

3.2.1 Review and strengthen the client charter feedback mechanism to enhance the public demand for accountability

A client charter is a set of standards that an organization promises to uphold when dealing with customers. It publicly sets out a number of minimum standards that citizens should expect when accessing services. The two planned outputs are: i) Guidelines for client charters revised and disseminated; and ii) Barrazas coordinated and conducted. The implementing entities are Ministry of Public Service and Office of the Prime Minister.

The overall intervention performance at output level was fair at 60%. Status of implementation is presented hereafter:

Guidelines for client charters revised and disseminated: By 31st December 2022 the MoPS had revised the guidelines of the client charter which are now linked to the National Development Plan III. The guidelines seek to communicate the structure and content of client charters, provide the process of developing and implementing client charters, streamline client parameters in organizational performance, and integrate gender and equity issues in client charters and feedback mechanisms. These were disseminated to all MDAs and LGs on 20th January 2023, however in all MDAs and LGs monitored, there was minimal focus on the implementation of the revised guidelines by the human resource departments.

Barrazas coordinated and conducted: The barrazas are avenues for sharing vital information, providing citizens with an opportunity to identify and propose solutions towards improved democratic governance, participation and service delivery, while contributing to socio-economic transformation. The OPM conducted 6 of the planned 35 barrazas. These were conducted in Kayunga, Kalangala, Luweero, Mukono, Mpigi and Masaka.

The barrazas covered sectors of Health, Education, Works/Roads, Agriculture (specifically the NAADS/Operation Wealth Creation), and access to safe and good water/sanitation, security, lands, environment community & social development. The issues raised and agreed upon for improved service delivery and action were generated into a report and submitted to the relevant Sectors, MDAs, and OPM for action.



3.2.2 Strengthening public sector performance management

The objective of this intervention is strengthening accountability for results across government. The six planned outputs include: i) Attendance to duty monitored in MDAs and LGs; ii) MDAs and LGs supported to link public investment plans to capacity building plans; iii) Balanced score card implemented in MDAs and LGs; iv) Results oriented management; v) Performance management tools revised from output based to outcome based; and vi) Refresher training in performance management for public officers. The implementing entity is Ministry of Public Service.

The overall intervention performance was poor at 48%, as there was limited implementation of most outputs. The performance improvement plans were not linked to capacity building plans in 28 LGs, and the concept of the Balance Score Card was yet to be fully understood in the piloted LGs. Status of implementation of some outputs is presented hereafter:

Attendance to duty monitored in 20 MDAs and 60 LGs: This was monitored in 26³ votes, which included 10 out of the planned 20 MDAs and 16 of the planned 60 LGs. Monitoring in the districts of Mbarara, Kabale, Bushenyi, Ntungamo, Kiryadongo, Nakasongola, Bukedea, Kumi, Bulambuli, Mbale, Iganga, Lira, Oyam Lira, districts showed the attendance books were in place and analysis of attendance was done by the human resource managers and reports submitted to MoPS. The MoPS was yet to develop a comprehensive report on absenteeism especially among the health and education sectors to guide the policy makers on decision making.

15 MDAs and 40 LGs supported to link Performance Improvement Plans (PIPs) to capacity building plans. The MoPS supported 12 of the planned 40 LGs to link PIPs to capacity building plans. The districts included; Pallisa, Butebo, Kibuku Budaka Mbale, Tororo, Bududa, Bulambuli, and Busia, Tororo, Busia Municipal Council and Mbale City.

Balanced Score Cards (BSCs) implemented in MDAs and LGs: The balanced score is a management system aimed at translating an organization strategic goals into a set of organizational performance objectives that in turn are measured, monitored and changed if necessary to ensure that an organization strategic goals are met. The four perspectives of a balanced score card are financial, customer, internal process, learning and growth. A training of trainers (ToT) was conducted by the MoLG for Chief Administrative Officers (CAOs), Principal Human Resource Officers, and Secretaries for District Service Commissions in August 2022. These were required to train all other LG staff.

In the districts of Mukono, Wakiso, Nakasongola, Kayunga, Jinja, Entebbe, Nansana Municipal Councils and Jinja City where it was piloted and operationalized, the ToT teams had drafted the balanced score cards for only CAOs and sent to MoLG for review.

Results oriented framework reviewed: The framework was reviewed by MoPS. It is meant to create a hybrid between results-oriented management and the balanced score card.

Refresher training in performance management: The Civil Service College Uganda trained a total of 1,175 of the planned 4,000 officers in 21⁴ entities. The training sought to enhance leadership capacities that enlist talent, a shared vision and a result-based performance culture.

³ MOH, MoICT, Mulago hospital, Mulago Women's Hospital, UHI, UCI, JSC, PSC, HSC, COCTU); LGs: Iganga DLG, Iganga MC, Bugweri DLG, Bigiri DLG, Bugiri MC, Namayingo DLG, Mayuge DLG, Namutumba DLG, Jinja DLG, Jinja City, Buyende DLG, Kamuli DLG, Kaliro DLG and Luuka DLG.

⁴ UPS, MoIA, OPM, Uganda Allied Institute of Health Management Science, MoJCA, OAG, MAAIF, MoPS, Jinja RRH, MGLSD, MWE, MPFED, Busia DLG, Butalejja DLG, Busia MC, Bulambuli DLG, Bududa DLG, MoES-Kitovu Technical college, MoICT and MEACA.



Upon completion, officers were expected to clarify the fundamentals that underpinned individual and institutional effectiveness, and identify and commit to actions for tangible performance results.

Project 1682 -Retooling of Public Service: The MoPS planned to procure ICT equipment, communication equipment, four vehicles and a motorcycle. By 31st December, 2022, electronic general procurements had just been initiated for the following: ICT equipment (40 computers, 10 scanners, 15 laptops, archiving equipment for the National Records Archives Centre, 50 desk phones, online printers, PABX System for MoPS HQ and National Records Centre and Archives) and Civil Service College Uganda CCTV System installed, communication equipment cameras and lens external batteries and the four vehicles and a motorcycle (4 pickups for field activities, motorcycle).

3.2.3 Develop and enforce service and service delivery standards

Service Delivery Standards refer to the minimum level of expected services in terms of quality, quantity, processes, time cost and coverage that a sector, an institution or individual commits to deliver to their clients or those that the clients should expect to receive.

The four planned outputs for FY 2022/23 are: i) Compliance Inspection undertaken in 16 MDAs and 40 LGs; ii) PAIPAS applied in 20 MDAs and 40 LGs; iii) National Service Delivery Survey, 2021 results disseminated and iv) Service Delivery Standards developed and implemented in 8 MDAs and 24 LGs. The implementing entities are Ministry of Public Service and the Public Service Commission.

Overall intervention performance was fair at 53%. Planned outputs were partially implemented and the status is presented hereafter:

Compliance inspection undertaken: These were carried out in 20⁵ of the 40 planned LGs including four Municipal Councils to promote compliance with service delivery standards, rules, regulations and procedures, offer technical support supervision to facilitate improved service delivery.

Inspection was administered in eight⁶ out of the 16 MDAs. Selected service delivery facilities under Education, Water, Works and Health, Agriculture, Social Development were covered. Findings varied under different sectors, for instance in Hoima Referral Hospital it was common for consultants to log in the Biometric System and disappear then return to log out; other medical workers in health facilities go for unauthorised study leave and this affected service delivery. Kabale Regional Referral Hospital on the other hand recorded poor performance on attendance to duty for the doctors who left most of the work to nurses, while Lira Referral Hospital had staffing gaps e.g. the installed ICU lacked an anaesthetic officer and drugs were in short supply and yet the hospital serves the whole Lango region.

Findings varied for the five LGs visited. In Mbarara, Rukiga and Ntungamo districts, findings revealed that service delivery had generally improved especially with health and education sectors with walkable distance to schools and health centres at 4kms to 5kms compared to the Government set national standard of 7kms. Further findings revealed that Isingiro District still had challenges

⁵ Lamwo, Pader, Kwana, Kitgum MC, Bukwo, Kween, Namisindwa, Kamuli MC, Kanungu, Kiruhura, Kazo, Ntungamo MC, Bukomansimbi, Gomba, Buvuma, Lugazi MC, Nakaseke, Kiryandongo, Nakasongola and Mak-indye-Ssabagabo MC

⁶ Mulago National Referral Hospital, Uganda Blood Transfusion, Uganda Cancer Institute, Ministry of Trade and Industry, Ministry of Lands, Housing and Urban Development, Directorate of Public Prosecutions, Ministry of East African Affairs and MoLG.



of absenteeism, labour attrition, and moonlighting, where staff appeared and disappeared to their clinics.

Both Isingiro and Rukiga districts lacked power supply, transport, and inadequate housing facilities for health workers at the stations which affected service delivery. Kayunga District was affected by availability of drugs where the district was last supplied drugs in November 2022. This has affected patient visits to health facilities.

Pearl of Africa Institutional Performance Assessment Scorecard (PAIPAS) applied in 20 MDAs and 40 LGs: To meet the above objectives, the MoPS conducted joint inspections and administered the PAIPAS where the level of compliance and performance among MDAs and LGs was compared with the aim of facilitating healthy competition among Government Institutions leading to improved service delivery.

By 31st December, 2022, PAIPAS had been administered in 20 LGs in order to promote responsiveness, transparency and accountability for service delivery and to enhance a healthy competition between institutions. The best institutions were Rukungiri MC 84%, Mbarara Regional Referral Hospital (RHH) 79%, Rukungiri 71%, Bugiri 74%, Bukedea 71%, Bulambuli 66%, Jinja 65% and Hoima 58%. However, the worst was Jinja RHH with 49%, Mbale 48%, and Kikuube 56% that had issues with staffing gaps, and accountability on expenditure of funds released.

National Service Delivery Survey, 2021 results disseminated: The National Survey 2021 report was developed and disseminated by the Uganda Bureau of Statistics to LGs and MDAs. Under Public Sector Management it was noted that about half of the households (47%) rated the performance of civil servants as fair. Bribery (27%), embezzlement (17%) and nepotism (10%) were perceived as the three most common forms of corruption. Greed for quick money tendencies (50%), was perceived as a leading cause of corruption in the Public Sector. Under health, 45% of the respondents sought care from government health facilities, (33% from a health centre and 12% from a hospital) which is a decline from 50% in 2015. The average distance to a government health facility was 5kms. However, the greatest concern among users of government health facilities was non-availability of medicines and supplies (89% in health centres and 90% in hospitals).

Under education, at national level, 87% of the learners attending day primary school travelled 3kms or less to school with the average distance to school being 1.8kms which was a decline from 2.4 average distance in 2015. The pupil: teacher ratio in Government primary schools was 53 learners per teacher; 95% of the government primary schools indicated they had separate toilet facilities for boys and girls. Under water and sanitation, at National level, accessibility to safe water during the dry season in 2021 was 79%, which was an increase from 75% in 2015.

Service Delivery Standards developed and implemented in 8 MDAs and 24 LGs: Six⁷ out of planned eight MDAs were provided with technical support to develop service delivery standards and a draft compendium of the service delivery standards was prepared. The ministry hired a consultant to cost the service delivery standards for eight sectors of Public Sector, Health, Agriculture, Education, Water and Environment, Works and Transport and Social Development and this was ongoing.

⁷ MoWT; MoTIC, PSI, OPM, OP, PPDA



3.2.4 Enforce compliance to the rules and regulations

The five planned outputs for FY 2022/23 are: i) 100 breaches of the Leadership Code investigated and completed; ii) declarations of incomes assets and liabilities of leaders verified; iii) 95% of disciplinary cases received are concluded within a financial year; iv) 100% of appeals of DSC decisions handled; and v) Two trainings and support supervision to entities conducted. The lead implementing agencies are Inspector General of Government, MoPS and PSC.

The overall intervention performance was fair; most outputs were partially implemented. Capacity in records information management was built in MDAs and LGs, the records management policies and regulatory framework were being developed. Status of implementation and field findings are presented hereafter:

Breaches of the Leadership Code investigated and completed: The Inspectorate of Government reported to have concluded the planned 111 investigations into the breach of the Leadership Code. Of these, 15 cases were about false declarations and 96 about non-declarations. Of these, 29 officials were recommended to be prosecuted at the Leadership Code Tribunal. The Inspectorate also verified declarations of incomes assets and liabilities for 46 of the planned 600 leaders. Of these, three prosecutions were recommended to the Leadership Code tribunal.

95 percent of disciplinary cases received concluded within a Financial Year: Only six of the seven submissions for disciplinary action were concluded in the districts of Rakai, Kitagwenda, Kikuube, Hoima and Soroti City. The cases ranged from abandonment of duty, resignation to dismissals from the Public Service.

100 percent of appeals of DSC decisions handled: These were meant to resolve any arising conflicts between the decisions of the district service commissions. Ten out of 25 submissions on appeals from districts were concluded from the districts of Rakai, Kitagwenda, Kikuube, Hoima and Soroti City. The PSC visited districts with complex appeals where disciplinary cases with complete submissions were considered where 44 of the 100 complete submissions were concluded e.g in Butambala and Kyankwanzi DLGs.

Two trainings and support supervision to entities conducted: The guidance was meant to ensure that DSCs complied with existing guidelines in the recruitment processes technical guidance was tendered to 10 districts of Bugweri, Buhweju, Busia, Butambala, Kabale, Kikuube, Kwania, Lyantonde, Masaka, and Mukono. However, corruption in recruitment procedures was still rampant in the LGs visited, for instance Busia, Nakasongola, Mukono, Masaka, Sironko, Manafwa, Bugweri, Bukedea, Namisindwa, Kagadi, and Bulambuli among others.

Conclusion

The Strengthening Accountability Sub-programme performance was fair, however some interventions do not relate to the sub-programme objectives. The client charter feedback mechanism although in place was not effective as most citizens were not aware of their rights and obligations in receiving services from the public offices. The service delivery standards were not enforced in most LGs. Performance management initiatives in LGs was still poor despite the trainings; corruption in the DSCs in LGs during recruitments is rampant and this has affected service delivery.



Other Challenges

- i. Local Governments have very little attachment to client charters as a form of accountability in service delivery.
- ii. There are still many cases of poor customer service in public offices and several cases of mistreatment or harassment of clients, for example in the payment of pensions and salary and salary arrears in LGs; and most citizens are not aware empowered to demand for quality services which leaves them vulnerable.
- iii. The MoPS developed compendiums for delivery standards for Education, Health, Gender, Works and Transport, Water and Environment, Ministry of Agriculture Animal Industries and Fisheries, Lands and Housing sectors however implementation was minimal at both MDAs and LGs.

Recommendations

- i. The Programme Working Group in should review the alignment of planned outputs and interventions in line with the three programme objectives if the objectives of the sub-programme are to be achieved.
- ii. The MoPS should develop a clear policy on client charters such that the non-complaint Accounting Officers are sanctioned and the best performers rewarded.

3.3 Government Structures and Systems Sub-programme

Introduction

The sub-programme aims to streamline Government architecture for efficient and effective service delivery. The sub-programme has two interventions and these are: i) Restructure Government Institutions to align with new program planning, budgeting and implementation; and ii) Review and develop management and operational structures, systems and standards. The sub-programme interventions are implemented by Ministry of Public Service.

Overview Performance of the Government Structures and Systems

Financial Performance

The approved budget FY 2022/23 for the Sub-programme is Ug shs 8.967bn, of which Ug shs 2.75bn (31%) was released and Ug shs 2.26bn (82%) spent by 31st December 2022. This was a fair release but good absorption. The biggest proportion of budget allocation was under the intervention of “Review and develop management and operational structures, systems and standards which accounted for 54%, while the least was “Restructure Government Institutions (MDAs & Sectors) to align with the new programme planning” at 46%.

Sub-programme Performance

The overall performance of the Government Structures and Systems Sub-programme was fair at 53%. The semi-annual monitoring focused on both interventions which exhibited fair performance (Table 3.4). *Annex 3 for details of sub-programme and output performance.*

The key constraint under the sub-programme was delayed restructuring of government agencies due to insufficient wage, as a result only the Ministry of Energy and Minerals Development (MEMD), and the Public Procurement and Disposal of Assets Authority (PPDA) had started implementing the approved staffing structures.

**Table 3.4: Performance of the interventions by 31st December 2022**

Intervention	Performance status	Remarks
Restructure Government institutions (MDAs & sectors) to align with new program planning, budgeting and implementation.		Poor (achieved 52% of outputs). Eleven structures out of 33 MDAs were reviewed developed and communicated for implementation.
Review and develop management and operational structures, systems and standards		Fair (achieved 54% of outputs) Job descriptions were developed, but not yet implemented, schemes of service developed, NRAC services popularized; compliance of RIM conducted in 24 LGs and 12 MDAs.

Source: Author's Compilation

Detailed performance of the interventions under the Government Structures and Systems Sub-programme are discussed hereafter:

3.3.1 Restructure Government institutions (MDAs/Sectors) to align with new program planning and budgeting

The six planned outputs for FY 2022/23 are: i) Comprehensive restructuring of Ministries, Agencies and LGs undertaken and report produced; ii) Approved Structures and staff establishment data for MDAs and LGs on IPPS and HCM validated and uploaded; iii) Technical Support provided to MDAs and LGs in Implementing approved staffing structures; iv) Performance of reviewed systems monitored and technical support provided; v) Technical support on implementation of staffing structures for the rationalized government agencies; and vi) Service Commissions sensitized on the implementation of staffing structures for the rationalized Government agencies. The implementing entity is MoPS.

The performance of the intervention was fair, and the status of implementation is presented hereafter:

Comprehensive restructuring of ministries, agencies and LGs: The MoPS planned to undertake restructuring for 18 ministries, 15 agencies and 11 LGs. By 31st December, 2022, staffing structures for 11⁸ out of the 33 MDAs were reviewed, developed and communicated for implementation. However, only MEMD had started implementing the new staffing structures. For Uganda Registration Service Bureau (URSB), the staffing structure was downsized by eight positions to 252.

Approved staffing structures and staff establishment data for 4 MDAs and 4 LGs validated and uploaded on IPPS: The MoPS uploaded staffing structures for one out of four MDAs and three out of four planned LGs on IPPS. These included: Inspectorate of Government, Kayunga, Kamuli, and Adjumani. Technical support provided to 15 MDAs and 30 LGs and 54 rationalized Government Agencies in implementing approved staffing structures. The MoPS provided support to 19⁹ MDAs, LGs 11 MDAs and 8 LGs in implementing approved staffing structures. However, these MDAs and LGs were issued guidelines on implementation and support could be provided online.

⁸ MoWT, MEMD, MAAIF, MoES, Uganda National Institute for Teacher Education (UNITE), Busitema University, NIRA, URSB, IGG, Wildlife Research and Training Institute Kasese, NARO, PPDA, MGLSD NARO, and UNBS.

⁹ OP, OPM, State House, MoWT, MWE, NEMA, MoH, Uganda Law Reform commission, Uganda Microfinance Regulatory authority (UMRA); NITA-U; and Uganda National Institute for Teacher Education (UNITE); Agago,



District Service Commissions sensitized on the implementation of staffing structures: By 31st December, 2022, the MoPS had prepared structural recommendations for the 16 affected agencies that were presented and approved by Sub-Cabinet Committee. A report was not readily available.

3.3.2 Review and develop management and staff structures, systems and standards

The 12 planned outputs for FY 2022/23 are: i) Job descriptions and person specifications reviewed and developed; ii) Schemes of service for cadres developed; and iii) Comprehensive job evaluation in the public service undertaken; iv) Records management systems set up; v) Compliance to Records and Information Management (RIM) standards in 20 MDAs and 40 LGs; vi) Capacity of staff built in records and Information Management; vii) Three RIM Policies and regulatory framework reviewed and developed.

Others include: viii) Valuable archival records acquired from 14 MDAs and 6 LGs and preserved at NRCA; ix) NRCA services and archives popularised; x) Online Archives Library established; xi) Reference Services offered to users; and xii) Procurement of four vehicles for including car tracking and insurance. The implementing entities are MoPS and NPA.

The performance of the intervention was fair at 62%, and status of implementation is presented hereafter:

Job descriptions and person specifications of 23 LGs and 16 MDAs arising out of rationalization reviewed and developed: Job descriptions were developed for 4 out of 16 planned MDAs. These included Nyabyeya Forestry College in Masindi and MWE, MEMD, MGLSD and the Ministry of Works and Transport. However, they were yet to be implemented owing to budgetary constraints.

Schemes of Service for 16 cadres developed: Schemes of Service for 6¹⁰ out of the 16 planned cadres were developed, while that for the anaesthesia cadre was finalised and issued to the Ministry of Health. These are being implemented, for example in Lira and Kabale Regional Referral Hospitals which had recruited anaesthetists.

Comprehensive job evaluation in the public service as a result of rationalization of Government undertaken: The MoPS studied the job evaluations, existing job descriptions and personal specifications for the mainstream Public Service where inconsistencies and gaps were identified. Records management systems set up for five out of 45 planned LGs in Jinja; Koboko; Budaka, Kaliro and Obongi. The records staff were sensitized on proper record keeping, and other managerial activities involved in records creation, maintenance and use, and disposition to achieve adequate and proper documentation of the policies and transactions.

Alebong, Busia MC, Mbarara, Dokolo, Packwach, Apac, and Masaka.

¹⁰ Community Development Officers, Wildlife Officers, Energy Officers, Land Surveyors, Government Analysts, Physical Planners



Compliance to RIM standards in 20 MDAs and 40 LGs assessed and technical support provided to address the identified gaps: By 31st December 2022, RIM systems were also streamlined in nine¹¹ out of the 45¹² LGs. Some of the LGs were found to be complaint with good records keeping such as Budaka DLG, while others poor records keeping was observed in Hoima, Kagadi, Masindi Municipal, Iganga and Ntoroko DLGs. This was attributed to lack of records centres.



Poor records management in Iganga District

Capacity of staff built in records and Information Management (RIM): A total of 160 out of 250 officers were sensitized in RIM procedures and practices in six MDAs. Training was conducted for 27 officers in MAAIF, 15 new State Attorneys in MoJCA, 32 HROs, records officers & secretaries in MFPEd, 36 staff members in Uganda Land Commission, 11 promoted Officers in Office of the Auditor General, 34 newly appointed officers in MFPEd, and 32 officers in the Office for Debt Policy Issuance.



Colour-coded records in shelves at the MFPEd

In MFPEd 32 (5 males and 27 female) HROs, records officers & secretaries were trained on

Performance Enhancement for Administrators, Records and Secretarial Staff by the Uganda Civil Service College. The objective was to improve on performance of Records Management since there were some issues of delayed dispatch of documents/letters caused by poor/duplicate referencing in the registry; some letters didn't have reference numbers and were not always on file; lack of Electronic Document Records Management Systems were among the challenges faced.

Three RIM Policies and regulatory framework reviewed and developed: The MoPS carried out consultations on regulatory impact assessment for the National Records and Archives Policy. The Retention and Disposal Schedule for Petroleum Authority of Uganda (PAU) was finalised. The ministry also participated in the development of the Records Management Policy for the Uganda National Examinations Board.

Valuable archival records acquired from 14 MDAs and 6 LGs and preserved at NRCA: Semi-current records were appraised by the MoPS in 2 out of 14 MDAs including National Agricultural Advisory Services (5,000 files), and Public Service Commission, whereas appraisal was ongoing for the Rural Electrification Agency. For the LGs, archival records were acquired from all the planned six LGs of Kisoro, Kabale, Mbale, Jinja, Mukono, Rukungiri and Luweero and as a result most registries were decongested in LGs. Human Resource Officers in the respective LGs were now able to keep and access records easily, and there was a reduction in the time taken to locate files had to less than thirty minutes from an hour.

¹¹ Kiruhura, Buyende, Bugweri, Namisindwa, Bududa, Ntoroko, Bunyangabo and Iganga

¹² Kiruhura, Iganga, Buyende, Bugweri, Namisindwa, Budunda, Ntoroko & Bunyangabo; & Iganga and MoJCA, MoFA, MGLSD, OPM and MoPS.



NRCA services and archives popularised at 10 radio stations: These were popularized through talk shows at six out of ten radio stations: Prime Radio, Radio Bilal, Namirembe FM, *Akaboozi*, and Radio Maria & UBC. MoPS established online archives library where 440 entries were captured and updated in the library database. Reference services were offered to 115 of 400 users, 95 of 400 public officers, and 32 researchers (local - 27; international - 5) and 4,910 files were utilized.

Four vehicles including car tracking and insurance procured: National Planning Authority procured four KIA salon cars from Motor Centre East Africa at Ug shs 130 million each bringing the total cost to Ug shs 520 million. The contract sum was Ug shs 547 million.

Sub-programme Conclusion

The sub-programme performance was fair, as also exhibited by both interventions. The staffing structures and job descriptions for MDAs were reviewed, developed and disseminated, but implementation was minimal due to wage implications, hence, it is hoped that actual restructuring begins in FY 2023/24. Schemes of Service for cadres were being implemented in MDAs. Capacity building on the records information management systems in MDAs was conducted, however implementation was still minimal as most registries in LGs were not retooled, and there was still lack of space, and records centres to relate with the National Archives Records Centre.

3.4 Strategic Human Resource Management Sub-programme

The sub- programme objective is to strengthen strategic human resource management function in Government for improved service delivery. The seven sub-programme consists of seven interventions and namely:

- i) Undertake nurturing of civil servants through patriotic and long-term National service training.
- ii) Design and implement a rewards and sanctions system
- iii) Empower MDAs to customize talent management
- iv) Roll out the Human Resource Management System
- v) Develop and operationalize an e-document management system
- vi) Review the existing legal, policy, regulatory and institutional frameworks to standardize regulation and benefits in the public service
- vii) Upgrade Public sector training to improve relevance and impact. Of these six out of seven interventions were monitored.

The interventions are implemented by the following entities: MoPS, MFPED, PSC, IG and Ministry of Education and Sports (MoES).

Overview of the Strategic Human Resource Management

Financial Performance

The approved budget FY 2022/23 for the sub-programme was Ug shs 10.23bn, of which 3.66bn (36%) was released and Ug shs 3.06bn (84%) spent by 31st December 2022. This was fair release and good absorption. The biggest proportion of budget allocation was under the intervention of “Empower MDAs to customize talent management” which had 47% while the least was “Review the existing legal, policy, regulatory and institutional frameworks” at 7%.



Sub-programme Performance

Semi-annual monitoring focused on six of the seven (86%) interventions and overall performance of the strategic human resource management was fair, with 50% of planned outputs achieved. At intervention level, performance varied with three exhibiting fair and three poor. ***Annex 4 for details of sub-programme and output performance.*** The overview of the interventions performance is shown in table 3.5.

Table 3.5: Overview of the interventions performance for FY 2022/23

Intervention	Performance status	Remarks
Undertake nurturing of civil servants through patriotic and long-term national service training	Fair	Fair (achieved 53% of outputs). Capacity building of public officers in human Resource planning was conducted by MoPS.
Design and implement a rewards and sanctions system.	Poor	Poor (achieved 45% of outputs). Only 1 out of 15 MDAs and 14 out of 40 LGs had Rewards and Sanctions Committees oriented by MoPS.
Empower MDAs to customize talent management.	Fair	Fair (achieved 56% of outputs) Technical Support provided to all MDAs and LGs in managing. Decentralized wage, pension and gratuity management by MoPS.
Roll out the Human Capital Resource Management System	Fair	Fair (achieved 50% of outputs) HCM was rolled out to 23 votes, bringing the total number to 60 out of the planned 100 votes by MoPS.
Develop and operationalize an e-document management system	Poor	Poor (achieved 45% of outputs) EDRMS was rolled out to OPM and MoICT out of the eight planned MDAs by MoPS.
Review the existing legal, policy, regulatory and institutional frameworks	Poor	Poor (achieved 48% of outputs) Technical guidance and supervision on HR policies were conducted in LGs and MDAs by MoPS.

Source: Author's Compilation

Detailed performance of the six interventions of Strategic Human Resource Management Sub-programme are discussed.

3.4.1 Undertake nurturing of civil servants through patriotic and long-term National Service training

The intervention aims at strengthening the strategic human resource management function of Government for improved service delivery. The eight planned outputs for FY 2022/23 are:

- i) Annual Public Service Capacity Building Plan for the FY2022/23 produced and disseminated.
- ii) Knowledge Management Policy and Strategy for the Uganda Public Service finalized and operationalized.
- iii) Status of implementation of professionalization of all cadres in the Public Service monitored in MDAs.
- iv) Technical Support on implementation of Capacity Building Plans provided in 20 MDAs and 40 LGs on case-by-case basis.
- v) Capacity of 240 HR Managers in MDAs and LGs built in Strategic Human Resource Planning.
- vi) Framework for Collaboration and Partnership with Training Institutions disseminated.
- vii) Induction training for 350 Officers at Regional level conducted.
- viii) Tailor made trainings in MDAs and LGs.



The performance of the intervention was fair. Status of detailed progress is presented hereafter:

Annual Public Service Capacity Building Plan for the FY 2022/23 produced and disseminated:

The Capacity Building Plan for the Uganda Public Service 2020/21 to 2024/25 was developed by MoPS and disseminated to 14¹³ LGs. However, this has not yet been implemented in MDAs and LGs visited for example Lira, Oyam, Bukedea, Mbale and Kumi, Hoima, Kikuube, Masindi, Buliisa, Kagadi, Kibaale, Kakumiro and amongst others. This was attributed to inadequate budgets for capacity building in LGs.

Knowledge Management Policy and Strategy for the Uganda Public Service was in draft form. The framework for collaboration and partnership with training institutions was approved by the technical management team from MoPS.

Capacity of 240 HR Managers in 20 MDAs and 50 LGs built in Strategic Human Resource Planning: The MoPS trained 86 of the 240 Human Resource Managers (15 HR Managers, 5 Administrators and 66 Heads of Departments) in strategic human resource management. Some of the votes monitored included Soroti, Soroti RRH, Kumi, Ngora, Manafwa, Bukedea, Mbale and Mbale City which were yet to fully understand the function of strategic human resource management. Despite this training strategic management Human resource departments concentrate on administrative HR.

Status of implementation of professionalization of all cadres in the Public Service monitored in 20 MDAs: The MoPS monitored the status of professionalization in 20¹⁴ MDAs and orientation of professional development committees. The role of the professional development committee was to establish procedures and advise in providing technically sound and proficient educational courses and programs that enhance members' professional knowledge through technical information, exchange, and facilitation for research opportunities. Every parent ministry shall constitute professional development committees drawn from MDAs and LGs but must not exceed five.

Technical Support on implementation of Capacity Building Plans provided in 20 MDAs and 40 LGs on a case-by-case basis: The MoPS provided technical support on the implementation of capacity building plan to 44¹⁵ out of the planned 60 Votes (16 LGs and 28 MDAs). However, this is a duplicated output and the MoPS should instead make follow-ups on the implementation of the capacity building plan.

Induction training for 350 officers at regional level conducted: The College inducted the planned 350 officers from Pakwach, Kapelebyong, and Kwania DLGs, MoPS and Uganda Virus Research Institute. The districts monitored included Kapelebyong, where the training was attended by 100 participants including district and sub-county heads of departments, head teachers, and health facility in-charges. Females made up to 18% of the participants, while the male participants were at 81 %. Of these, 41% had reached the age of 50, while 80% had reached the age of 40. As such a topic about retirement planning had been included to the program. In Pakwach District, induction training was conducted for 129 employees. The training was attended by 129 participants, including parish chiefs, teachers, and sub-county chiefs. Females made up 41% of the population, while men were 59%.

¹³ Otuke, Lira, Lira City, Dokolo, Oyam, Apac, Alebtong, Kole, Kwania Soroti RRH, Soroti, Kumi, Ngora, Manafa, Bukedea, Mbale and Mbale City

¹⁴ MFPED, MoTIC, MEMD, MoIA, MGLSD, MoES, MoPS, MoH, OPM, MWE, MLHUD, MoJCA, OP, MoLG, MoWT, DPP, MAAIF, MTWA, MoFA, MEACA.

¹⁵ Mulago NRH, Butabika NRMH, China-Uganda Friendship Hospital-Naguru, Kawempe NRH, Mulago WNH, UCI, UHI, UVRI, Kiruddu NRH



The purpose of the trainings was to inculcate a sense of belonging, common values and a positive mind-set for effective performance among the newly recruited officers. Participants were expected to: demonstrate understanding of the structure, core functions, and programs of government, define public service ethics that is required for efficient and successful service delivery, demonstrate understanding of results-oriented management processes, and identify and commit to actions that will be implemented to improve service delivery.



Chairperson Pakwach District Service Commission addressing participants

Tailor-made trainings in MDAs conducted: The MoPS conducted two tailor-made trainings for staff of the Office of the Auditor General (OAG) and MoPS. The trainings involved orientation and induction for staff of OAG, MoPS and the Uganda Virus Research Institute (UVRI) conducted by Civil Service College Uganda at Jinja City.

The OAG training drew nine participants (1 female, 8 male), and the trainings centred Transformational Leadership, Career Transition and Management, National Service Delivery Standards, Planning and Managing for Results, Mind-set Change, and Performance Management among others. The five-day induction training for 40 newly recruited staff of which 36 were from MoPS and four from UVRI was also conducted in December 2022. The aim was to ensure new employees were able to better appreciate their roles and responsibilities, build skills and knowledge to undertake their jobs more effectively. Females constituted 33% of the participants, while men contributed 67%. The topics involved performance management, ethics, communication and public relations, discipline and grievance handling, results oriented management, and conflict resolution and management.



Orientation of Office of the Auditor General staff at the Civil Service College Uganda (CSCU) in Jinja District



Participants from MoPS and UVRI listen to a presentation from the MoPS Principal Human Resource Officer at the CSCU in Jinja District



3.4.2 Design and implement a rewards and sanctions system

The Rewards and Sanctions Framework is aimed at promoting and supporting a strict performance management regime that espouses accountability, responsiveness and service excellence in the Public Service. It is designed to promote positive attitude and appropriate behaviour amongst public officers, and motivate full effort to the achievement of the intended objectives, hence, enhancing productivity. The implementing entity is Ministry of Public Service. The planned output is the rewards and sanctions committees oriented in 15 MDAs and 40 LGs in all regions.

The performance of the intervention was poor. Status of implementation is presented hereafter:

Rewards and Sanctions Committees oriented in 15 MDAs and 40 LGs: The role of the committees is to ensure that on an annual basis level of performance of MDAs and LGs is determined and appropriate rewards and sanctions are recommended. By 31st December, 2022, committees were oriented in 14¹⁶ out of the planned 40 LGs. Orientation involved management of sanctions, procedures for handling discipline, monitoring attendance to duty, procedures of providing counselling to employees whenever necessary among others.

Iganga, Kamuli and Jinja districts have recorded a slight improvement in time management and improvement in code of conduct for staff; however, the committees were faced with a challenge of funding to ease field related activities such as following up on recommendations forwarded. Committees still require continuous orientation which could easily be conducted online.

3.4.3 Empower MDAs to customize talent management (attract, retain and motivate public servants)

The 13 planned outputs for FY 2022/23 are:

- i) Selection manuals and guidelines produced
- ii) Human Resource analytics conducted for selected 20 HR officers certified
- iii) Guidelines on management of salary, wage, pension and gratuity developed
- iv) Recruitment plans, wage, pension and gratuity budget prepared
- v) Recruitment and staffing levels of Parish Development Model structures in 20 LG monitored
- vi) Management of wage, payroll, pension gratuity by MDA/LGs monitored
- vii) Regional engagements with Public Officers in furtherance of the pre-retirement Curriculum;
- viii) Technical Support provided to all MDAs and LGs in managing decentralized wage, pension and gratuity management;
- ix) A total of 68 DLGs with fully constituted District Service Commissions
- x) Declared vacancies filled
- xi) Capacity built for Competence Based Recruitment
- xii) Competence based recruitment system instituted in the Public Service
- xiii) Interviews assessment tools and guidelines reviewed

The overall intervention performance was fair. This was attributed to partial implementation of the planned outputs. Status of implementation is presented hereafter:

¹⁶ Iganga, Iganga MC, Bugweri, Bigiri, Bugiri MC, Namayingo, Mayuge, Namutumba, Jinja, Jinja City, Buyende, Kamuli, Kaliro and Luuka.



Selection manuals and guidelines produced: The Public Service Commission submitted a draft competence-based recruitment manual for review by external practitioners. Review of the guidelines for handling of requests for selection tests in district and city service commissions was completed and the document submitted for publication.

Human resource analytics conducted for selected 20 Human Resource Officers across the service and officers certified: The MoPS commenced training of human resource analytics for selected 20 HR officers from MDAs and LGS. This is meant to assist HR officers to analyse data in the Human Capital Management for human resource decisions. Guidelines on management of salary, wage, pension and gratuity were developed and issued to the entire public service. Although votes still experience challenges of recruitments, budget shortfalls in wage, pension and gratuity; and payroll management.

Recruitment plans, wage, pension and gratuity budget prepared for the whole service: Recruitment plans, wage, pension and gratuity budget for FY 2023/2024 were prepared and submitted to MFPEd. The number of staff recruited increased from 4,227 in FY 2021/22 to 16,066 staff in FY2022/23 under different payroll categories after the MoPS had cleared requests for recruitment for 46 MDAs and LGs. The recruitment and staffing levels of the PDM staffing structures in 20 LG was monitored. In most LGs, findings reveal that staffing structures for parish chiefs were already in place and most districts had undertaken recruitments. Over 6,197 out of 10,594 posts were filled and recruitment for the remaining 4,370 positions was ongoing and most LGs had constituted Parish Development Committees.

Management of wage, payroll, pension and gratuity monitored by MDA/LGs: Government issued a Wage, Pension and Gratuity Supplementary budget of Ug shs 402bn, Ug shs 142.1bn and Ug shs 53.1bn, in the second quarter of this FY, however, additional shortfalls amounting to Ug shs 508.55bn were established as detailed in table 3.6:

Findings

The salary payroll is categorized as: Central Government, Agriculture extension, Local Government Political Leaders, and District Unconditional Grant, Primary Health Care, Primary Education, Secondary Education, Decentralized Tertiary, Centralized Tertiary, District Service Commissions and Urban.

- i) Misalignment of employees on the payroll which creates payroll distortions, budget deficits, recruitments beyond existing staff quota or overpayments. E.g Masindi District, Arua City, Kasese Municipal Council, Bududa and Sironko, Police and Prisons, Mbale, and Budaka.
- ii) Employees on the payroll with incorrect titles, salary scales, scale codes which result in overpayments. The government has lost Ug shs 3.8bn in overpayments of salary, pension, gratuity to 2,355 staff overpaid in LGs.
- iii) Wrong timing of transfer, deployment, and promotions of secondary school teachers: The MoES transfers secondary teachers to LGs without consultation and establishment of wage availability of the budget. In some instances, teachers in secondary schools and tertiary used forged minute extracts to access government payrolls.
- iv) Pension and gratuity to cater for death and early retirement. Various cases of early retirement and death are not budgeted for and therefore affect execution of the pension and gratuity budget once files are processed.
- v) Unauthorized Payroll Deductions: Entities in money lending businesses access employee's payroll payment codes and effect salary deductions without the knowledge of the Accounting Officer. This leads to over payments and charges hence shortfalls.



- vi) In most LGs visited some of the delays were attributed to inconsistencies in dates of birth in IPPS and National IDs. The payments of salaries, pension & gratuity off the IPPS has been attributed to the continuous drop off from the payroll, and delayed access to the payroll by new employees.

Table 3.6: Additional Wage, Pension and Gratuity shortfalls for FY 2022/23

Vote Category	Approved Budget FY 2022/23	Revised Budget FY 2022/23	Shortfalls FY 2022/23
CGs	3,520,269,210,912	3,587,418,645,907	57,555,339,206
LGs	2,855,308,665,757	3,190,559,877,036	355,380,923,375
sub-total	6,375,577,876,669	6,777,978,522,943	412,936,262,581
PENSION			
CGs	278,957,289,647	378,817,953,220	7,983,502,519
LGs	180,685,741,543	222,930,887,292	13,670,584,963
sub-total	459,643,031,191	601,748,840,513	21,654,087,482
NSSF for Contract Staff			3,127,849,656
GRATUITY			
CGs	240,291,254,368	261,163,592,336	25,798,317,238
LGs	153,344,217,543	185,561,776,902	45,215,614,025
sub-total	393,635,471,911	446,725,369,238	45,215,614,025
Total Pension & Gratuity	8,532,785,503,101	1,048,474,209,751	92,668,018,745
Grand Total Wage Bill	7,228,856,379,770	7,826,452,732,694	508,732,130,982

Source: MFPEd, Report on Harmonization of Wage, Pension and Gratuity Estimates, 2023

Regional engagements with Public Officers in the pre-retirement Curriculum: A national online pre-retirement training was conducted for 500 planned public officers from LGs and MDAs. Among the sessions taught was career transition and management, retirement planning, will writing and administration amongst others.

Technical support provided to all MDAs and LGs in managing decentralized wage, pension and gratuity management: Technical guidance was provided to 38 Votes¹⁷ including 21 out of 45 MDAs and 17 LGs in managing decentralized wage, pension and gratuity. However, management of pensions under the decentralization system has remained a challenge partly attributed to inadequate pension records /information, migration of inconsistent pension details to the votes, personal files of the decentralized pensioners have not been sent to LGs, soft copies received lack adequate information. For example, Kabale DLG, was allocated Ug shs 1.109bn for payment of pension arrears, attributed to delayed verification of pensioners by MoPS; Soroti District was given Ug shs 1.5bn for payment of pension and gratuity arrears of which only Ug shs 300 million was paid out leaving a saving of Ug shs 1.2bn.

¹⁷ Amuria DLG, Apac DLG, Arua City Arua City, Arua DLG, Buyende DLG, East African Civil Aviation Academy-Soroti, Entebbe RRH, Gomba DLG, Gulu MC, Head Arua Regional Office- Inspectorate of Government, Iganga DLG, Kabale DLG, Kalangala DLG, Kampala Capital City Authority, Kapelebyong DLG, Kasese DLG, Kiruddu RH, Luwero DLG, Manafwa DLG, Mayuge DLG, Mbarara DLG, MoDVA, MEACA, MAAIF, MoES, MFPEd, MGLSD, MoJCA, MLHUD, MoWT, Mpigi DLG, Mulago National Referral Hospital, Nakaseke DLG, Ntoroko DLG, Omoro DLG, Rubanda DLG, Soroti City, Auditor General'Office, The Clerk to Parliament, NPA, UPF, Inspector of Government Lira Regional Office, Uganda Land Commission, Uganda National Bureau of Standards, Uganda Prisons Service.



A total of 68 DLGs with fully constituted District Service Commissions: A total of 62 out of 68 LGs had fully constituted DSCs (with 5 members), whereas 82 DLGs had functional but not fully constituted DSCs (Table 3.7). The districts of Mukono, Kyenjonjo, Budaka, Kakumiro, Arua City and Madi-Okollo still had pending submissions for members for 2023.

Table 3.7: Analysis on Status of DSCs by 31st December 2022

No. of DSC Members	Number of Districts per Financial Year		
	2020/21	2021/22	2022/23
5 (functional and fully constituted)	19	37	62
4 (functional but not fully constituted)	22	46	44
3 (functional but not fully constituted)	24	59	32
2 (functional and not fully constituted)	23	2	4
1 (functional and not fully constituted)	9	0	2
0 (non-functional)	22	1	0

Source: PSC, Report on Status of DSCs, December 2022

The non-functionality of some Districts Service Commissions has affected service delivery in most LGs especially with recruitments for health and education staff. This was evidenced in Isingiro, Mbale, Bukedea, Lira, Kayunga, Luweero, and Bullisa. Some of the reasons for the non-functionality included lack of motivation, as in the case of Isingiro DSC which had three members (chairperson and two other members) because two members left owing to Ug shs 50 million owed to them by the District. In Luweero, the term for one member expired, whereas Kabale awaited approval of three members.

Declared vacancies filled: The PSC planned to have 95% of declared vacancies filled, but by 31st December, 2022, only 45.7% of the declared vacancies were filled.

Competence based recruitment system instituted in the Public Service: The Competence-based recruitment system had not yet been instituted, however a competence based manual was under review. Literature for developing a concept note on fast-tracking the roll out of competence profiling process in MDAs was compiled by the PSC. Five jobs under the MoDVA were yet to be aligned. Selection Tests were conducted for DSCs/CSCs in 17¹⁸ MDAs and LGs.

Interviews assessment tools and guidelines reviewed: The PSC reviewed five sets of assessment tools. For example, 20 competence items were developed during the first quarter of FY 2022/23 and 11 were used in the assessment of applicants shortlisted for the various posts such as Principal Selection Systems Officer-Examinations – 1; Principal Selection Systems Officer-Research and Development-1; Principal Research Officer-1; Senior Research Officer-1; Engineer-Water for Production-1; Auditor -Trainee -1; Statistician, Demographer, Economist, Human Resource Officer, IT Officer, GIS Officer, Communication and Public Relations Officer-2; HIV Prevention Officer and Data Manager-2; and Secretary, Equal Opportunities Commission-1.

¹⁸ Oyam, Kwania, Gulu City, Bududa, Kanungu, Kisoro, Kabale, Isingiro, and Kiruhura, MoLG, MoES, MWE; MoPS, UAC, EOC, UBOS, OAG.



3.4.4 Roll out the Human Resource Management System (Payroll management, work leave, e- productivity management inspection)

The objective of Human Capital Management (HCM) is to facilitate automation of all human resource management functions and processes in order to seamlessly integrate with other key Government ICT systems. These include the Integrated Financial Management System (IFMS), National Identification System, Programme Budgeting System (PBS), and Payroll Management System (PMS). The HCM System is being rolled out to MDAs and LGs by the MoPS through IPPS support in three phases (Phase 1 - 60 sites; Phase 2 -100 sites; and Phase 3- 88 sites). The Vendor is M/s SYBYL Limited from Srilanka.

The benefits of HCM include: payroll cleaning through automated authentication of public officers, improved turn-around time and accuracy of payroll processing, salary and pension payment, informed HRM decision making, and improved allocation of resources where the HCM will facilitate Government to easily identify its manpower skills.

The three planned outputs for FY 2022/3 are: i) HCM rolled out to 100 MDAs & LGs; ii) Stakeholder Engagement and Change Management conducted; and (iii) Employee master data, establishment and transaction data for 88 votes cleaned.

The overall intervention performance was fair. Status of implementation is presented hereafter:

HCM rolled out to Votes: The HCM was rolled to 60 of the planned 100 votes under Phase I. The Human Resource Management modules automated in these votes included Establishment Management Control, Human Resource Planning, Recruitment, Payroll and Deductions, Performance Management, Leave & Absence Management, Disciplinary Procedure and Retirement and Pension Management, Recruitment Management, Time and Attendance, Training and Development, Employee Information Manager, Employee Life Cycle, Self-service and Mobile Application, Grievance Handling, Disciplinary Procedure among others. However, in DLGs visited that included Lira, Mbarara, Ishaka-Bushenyi, Soroti, Kabale University only two modules were operational, among them payroll management. In Soroti District arising out of the transition cleaning exercise from IPPS to HCM, 59 ghost workers were identified and unknown pensioners, local service tax was deducted from a few staff. The district saved over Ug shs 500 million from the payroll clean ups and headcounts.

In Lira DLG, during the clean up a total of about 480 pensioners could not be identified, they lacked personal files, and did not turn up for verification despite several follow ups. The district could have a saving of Ug shs 400 million.

In Bushenyi-Ishaka Municipal Council, four science teachers were able to access the payroll but had not yet accessed salaries since September 2021. For pensions with estates, only one out of 14 pensioners had accessed pension by the time of migration. Mbarara DLG recorded that though the HCM was good, occurrence of system errors still existed. For example, the payroll register was sent to the district however payee was not deducted on IFMS. Positions that were not on the district structure were not entered onto the system. There were also cases where some salary scales were not on the HCM and other payments were paid out as duty allowance.

In addition, estates were managed by people who were not directly responsible. The managers had other responsibilities and would just help to manage the Estates at their convenience, which had resulted in delayed payment. The estates had involved the Inspector General of Government, thinking the district staff have misappropriated their funds.



The MoPS, PSC, Lira University, and Kabale University reported that payment of staff on the automated system was made easy, however, Estates had also not been paid yet because the system failed to correlate the two data sets (that of the deceased and that of the beneficiary) and keeps bringing system error.

In Mpigi District, the HCM had also eased payroll management, however there was a challenge of no restriction on structures with no control measures. After the elevation of Health Centre IVs to Hospital status, staff exceeding the ceilings were not uploaded onto the system so they were yet to be paid.

It was also noted that there were some positions missing on the structures on the Human Capital Management System, for instance, the approved staffing structures in the Lower Local Governments (LLGs) e.g. in Kagadi District so the other officers on payrolls were assigned duties but overloaded with work.

Employee data for 90% of Public Universities collected, analysed and updated on the Employee Information System for Education (EISE): The MoES updated existing data on EISE and customized reports were developed where data from 25% of public universities was collected, analysed and updated. However, despite the digital transformation of payroll management, some districts still incur arrears on the payroll created by HCM structural implementation issues. In addition, creation of supplier numbers by MFPED takes long to be effected, migration of staff from IPPS to HCM or HCM to HCM by MoPS, and staff ceiling especially for schools and those positions that were still not provided for on HCM. This created arrears on the payroll, as seen in Isingiro District, where 16 staff teachers from the new seed schools were still missing salary payment because of correlation issues between the MoES and MoPS.

Stakeholder Engagement and Change Management conducted: Change Management was implemented as part of HCM go-live and cut over arrangements in 43¹⁹ MDAs and LGs.

Employee master data, establishment and transaction data for votes cleaned: Data cleaning in 25 out of 88 votes was carried out where the HCM was to be rolled out, however, some LGs have been trying to resist the HCM system.

3.4.5 Develop and operationalize an E-document management system

The planned output is - Electronic Document and Records Management System (EDRMS) rolled out and operationalised in 8 MDAs and 2 LGs. The implementing entity is MoPS. The overall intervention performance was poor, and status of implementation is presented hereafter:

Electronic Document and Records Management System (EDRMS) rolled out and operationalised in 8 MDAs and 2 LGs: The MoPS rolled out the EDRMS to two out of the planned eight MDAs where 345 files from OPM and 470 files in MoICT were scanned.

Officers sensitized on Electronic Document and Records Management System: The MoPS sensitized six action officers (System Administrators and three Records Officers) on the Electronic Document and Records Management System at the MoICT.

¹⁹ Kawempe Specialized NRH, Electoral Commission, Hoima RRH, Fort Portal RRH, Mityana MC, Hoima City Council, Hoima DLG, Kayunga RRH, China-Uganda FHN, Iganga MC, Bugiri MC, Busia MC, Busitema University, Lugazi MC, Jinja RRH, Entebbe RRH, UCI, Soroti RRH, Kotido MC, Abim DLG, Kumi MC, Mukono MC, UHRC, Makindye-Ssabagabo MC, Nebbi MC, Arua RRH, Koboko MC, Madi-Okollo DLG, Arua DLG, Kiruddu Specialized NRH, DPP, Kitgum MC, Lira RRH, Gulu RRH, Gulu university, Apac MC, Kira MC, Nansana MC, Mulago Specialized W&NH, Masaka RRH, Kalangala DLG, Lyantonde DLG, Masaka DLG.



3.4.6 Review the existing legal, policy, regulatory and institutional frameworks to standardize regulation and benefits in the public service

The four planned outputs for FY 2022/23 are: i) Support Supervision on implementation of HR policies and procedures in 16 MDAs and 24 LGs provided; ii) Technical guidance on HR policies and procedures provided to 20 MDAs and 40 LGs; iii) 4 Public Service Negotiating and consultative council meetings held and council activities coordinated; and iv) 2 Meetings of the Public Service Tribunal held and tribunal activities coordinated. The implementing entity is MoPS.

The overall intervention performance was poor since the planned outputs were not related to the intervention and most were duplicated. Status of implementation and field findings are presented hereafter:

Support Supervision on implementation of HR Policies and Procedures in 16 MDAs and 24 LGs provided: The MoPS provided support supervision on implementation of HR policies and procedure in 24²⁰ planned LGs. These included Public Service Standing Orders, Public Service Commission Regulations, the Local Government Act, Public Service Act, and Rewards and Sanctions Framework. Field findings revealed that the supervision was conducted to ensure that these LGs were consistently implementing the HR policies.

Technical guidance on HR Policies and Procedures provided to 20 MDAs and 40 LGs: This was provided to 25²¹ MDAs and LGs (11 of 20 planned MDA and 15 of the planned 40 LGs). In Busia, Kabarole, Rukungiri, Kumi, and Soroti City.

Heads of Human Resource in MDAs and LGs guided on HRM policies and procedures: The MoPS guided the Heads of Human Resource in MDAs and LGs on HRM Policies and Procedures in November 2022. The development of the Human Resource Management Bill was ongoing.

Four Public Service Negotiating and Consultative Council meetings held and Council activities coordinated: Only one orientation meeting of Executive Members of the Universities and Medical Professional Associations was held.

Meetings of the Public Service Tribunal held and Tribunal activities coordinated: Unions through their umbrella organizations were requested to nominate three representatives to the tribunal following a letter written to the Chief Justice to appoint a new Chairperson in accordance with the provisions of the Public Service (Negotiating, Consultative and Dispute Settlement Machinery) Act 2018.

Sub-Programme Conclusion

The sub-programme performance was fair however, most planned outputs were not in line with interventions, while others were duplicated. Most funds were spent on field work where progressive reports are not evident. The several trainings implemented by the Uganda Civil Service College Uganda were not in line with the Annual Capacity Building Plan in the Public Sector; there was no evaluation and reviews of HR policies. The capacity building plan is disjointed. There were delays in recruitment process by the LG votes and this affected service delivery. Only 76 votes were cleared to recruit this FY 2022/23. There was also delayed provision of data from GoU where data migration onto the HCM system took more than 12 months instead of the agreed six weeks. The MoPS was yet to achieve the objectives of this sub-programme.

²⁰ Nakasongola, Madi-Okollo, Zombo, Yumbe, Pakwach, Buliisa, Kibaale, Kiryandongo, Masindi, Hoima, Kisoro, Rukungiri, Kabale, Ntungamo, Rubanda, Terego, Adjumani, Moyo, Kikuube, Rukiga, Ibanda MC, Ntoroko and Kitagwenda.

²¹ MoH, OP, MoES, MoWT, Kayunga RRH, MoLG, UNMA, MAAIF, PSC, MoFA and MEMD, and 27 LGs (Kabarole, Amuria, Kanungu, Buhweju, Kween, Bulambuli, Kaliro, Kyenjojo, Kumi, Rukungiri MC, Kalungu, Kaphchorwa MC, Bugweri, Nwoya, Butambala, Isingiro, Kyankwanzi, Ssembabule, Wakiso, Kalangala, Kikuube, Kasese, Namayingo, Terego, Adjumani, Busia, FP CC, and Soroti CC.



Recommendations

- i) The MoPS in consultation with the Programme Working Groups should realign the planned outputs at strategic level and minimize the administrative plans if the public service is to be transformed.
- ii) The LGs should embrace the HCM System because it addresses most challenges in payroll management in LGs. The MFPED should identify change management champions to rally HCM in LGs especially the political leaderships.

3.5 Decentralization and Local Economic Development Sub-programme

The sub-programme objective is to deepen decentralization and citizen participation in local development. The sub-programme has four interventions namely: i) Strengthening collaboration of all stakeholders to promote local economic development; ii) Increase participation of non-state actors in planning and budgeting; iii) operationalize the parish model; and iv) Build LG fiscal decentralization and self-reliance capacity.

The interventions are implemented by the following entities: MoLG, MEACA, MFPED, PSC and MoICT&NG through Uganda Broadcasting Cooperation (UBC).

Financial Performance

The approved budget FY 2022/23 for the sub-programme is Ug shs 4.18bn, of which Ug shs 2.33bn (56%) was released and Ug shs 2.24bn (96%) spent by 31st December, 2022. This was very good release and absorption performance. The biggest proportion of budget allocation was under the intervention of “build LG fiscal decentralization and self-reliance capacity” which accounted for the 88%; while the least was “operationalize the parish model” at (5%).

Sub-programme Performance

Semi-annual monitoring focused on three of the four interventions and overall performance of the Decentralization and Local Economic Development Sub-programme was fair at 51%. At intervention level, two of the three interventions achieved fair performance, while one performed poorly. *Annex 4 for details of sub-programme and output performance.*

The key constraint under the sub-programme was the poor supervision of LGs on the PDM. The performance is shown in table 3.8.

Table 3.8: Performance of the interventions under the Decentralization and Local Economic Development Sub-programme by 31st December 2022

Intervention	Performance status	Remarks
Strengthening collaboration of all stakeholders to promote local economic development	Fair	Fair (achieved 50% of outputs). The LED strategy was developed in 28 planned LGs by MoPS and critical positions filled of Chief Administrative Officers, in LGs for 88% out of planned 95% by MoLG.
Operationalize the parish model	Poor	Poor (achieved 46% of outputs). Eight out of 100 LGs were supervised on implementation of the Parish Development Model by MoLG.
Build LG fiscal decentralization and self-reliance capacity	Fair	Fair (achieved 53% of outputs). Grants allocation formulae and models were reviewed, and Conditional grants agreements for the various ministries were disseminated by LGFC.

Source: Author's Compilation



Details of performance of the four interventions are presented hereafter:

3.5.1 Strengthen collaboration of all stakeholders to promote local economic development

The two planned outputs are: i) LGs from across all regions supported to develop their LED strategies; and ii) Critical positions in Local Governments filled. The implementing entities are: Ministry of Local Government, and Public Service Commission. The overall intervention performance was fair, and status of implementation is presented hereafter:

A total of 28 LGs from across all regions supported to develop their LED strategies

The LED strategy is a product of intense dialogue and deliberations amongst several stakeholders in Local and Central Government, the private sector, civil society and the academia. By 31st December, 2022, all 28 planned LGs²² were supported. Field findings from Mbale, Lira, Bushenyi-Ishaka MC, Bukedea, Hoima, Bullisa, Rukiga, Kabale and Oyam, districts revealed that the LED strategies were in place, however majority of LGs had no LED initiatives because of budgetary and capacity issues. The commercial departments are grossly understaffed and lack training in LED initiatives.

Critical positions in Local Governments filled: The PSC planned to have 95% of the critical positions at the LGs filled. The Commission received declarations of 100 vacancies for various positions as follows: Chief Administrative Officer (12), Deputy Chief Administrative Officer (37), Town Clerk City (10), Town Clerk Municipality (11), Deputy Town Clerk City Council (10) and Town Clerk City Division (20). A total of 88 positions were filled representing 88% of critical positions filled.

3.5.2 Operationalize the Parish Model

The Parish Development Model (PDM) is a bottom-up approach to budgeting, aimed at moving national development planning to the grassroots. The objective is to increase production, processing, storage and marketing, infrastructure and service delivery at grassroots level with the Parish as an Epi-Centre, through increased interaction and feedback between Government and Citizens. The planned output for FY 2022/23 is 100 Local Governments supervised. The overall intervention performance was poor at 40%.

Local Governments supervised: The MoLG planned to supervise recruitments in 100 LGs. Only eight²³ LGs were supervised to ensure recruitments were conducted, and PDM activities implemented. A total of 6,197 out of the 10,594 posts were filled, recruitment for the remaining 4,370 positions was ongoing.

3.5.3 Build Local Government fiscal decentralization and self-reliance capacity

Fiscal decentralization is essentially the transfer of expenditure responsibilities and revenue assignments to lower levels of government. In Uganda, the lead implementing agency is the Local Government Finance Commission (LGFC). The seven planned outputs are:

- i) Grants allocation formula and models in light of sector policies reviewed
- ii) Financing gaps in physical planning land management function at the local government level identified
- iii) ICT equipment for Local Government Finance Commission procured
- iv) Stakeholder engagement carried out

²² Kasese MC, Kasese, Kabarole, Kamwenge, Kyegegwa, Nansana MC, Shema, Bushenyi, Rubirizi, Rwampara, Gomba, Wakiso, Kole, Kaberamaido, Soroti, Kumi, Amolatar, Kwania Pakwach, Nebbi DLG Nebbi MC, Zombo, Madi-Okollo, Arua City, Arua DLG, Maracha, Koboko MC, Koboko DLG, Yumbe, Moyo, Obongi, and Adjumani.

²³ Kabale, Mbarara, Isingiro, Bukedea, Budaka, Mbale, Soroti, Luwero, Rukiga



- v) Negotiations between LGs and Programme Lead Institutions with decentralized services organized and facilitated
- vi) Feedback and validation of budget analysis reports provided
- vii) Local government technical planning committee's capacities enhanced

Overall intervention performance was fair. Findings are presented hereafter:

Grants allocation formula reviewed: The central and local governments discussed the grants allocation formula and models in light of sector policies and matters of poverty, HIV/AIDS, gender and environment and how they could be used in the allocation formulas for conditional grants in LGs.

Financing gaps in physical planning land management function at the LG level identified: Research commenced on financing gaps in physical planning and land management function at the LG level in 12²⁴ LGs. Physical planning and land management are decentralized functions in LGs, however, due to budgetary constraints, both the Ministry of Lands, Housing and Urban Development (MLHUD) and the LGs had not given this function attention in terms of implementation.

Local Government Technical Planning Committee's capacities enhanced: The capacity for the planning committees was enhanced to guide them in implementing compliance regulations in eight DLGs of Kwanja Kyenjojo, Mbarara, Kyankwanzi, Nakasongola, Kiryandongo, Apac, Namutumba, and Kaliro. The committees were expected to continuously guide in the planning and budgeting for LGs. Findings revealed that these LGs were not complaint in allocation of revenue in the different sectors of health roads, and water. In addition, the LGs did not give priority to National Government priorities, where revenue collected was not allocated to social sectors but instead spent on administrative costs, local council emoluments.

Conclusion

Overall performance of the sub-programme was fair, as most planned outputs were not in line with the interventions objective which seeks to deepen decentralization and citizen participation in local development.

Recommendation

The MoLG, LGFC, the Programme Working Group and planning units should realign the planned outputs in line with the objective of deepening decentralization.

3.6. Business Process Re-engineering and Information Management Sub-programme

Introduction

Business process reengineering (BPR) is a management practice in which the related tasks required to obtain a specific business outcome are radically redesigned. A major aim of BPR is to analyse workflows within and between business functions in order to optimize the end-to-end business process and eliminate tasks that do not improve performance or provide the customer with value.

The sub-programme objective is to increase accountability and transparency in the delivery of services. The sub-programme has three interventions namely: i) Re-engineer Public Service delivery business processes; ii) Design and implement electronic citizen (e-citizen) system; and iii) Improve access to timely, accurate and comprehensible public information. The sub-programme interventions are implemented by the following entities: NITA-U, MoICT&NG-UBC, MoPS, and URA.

²⁴ Bugweri, Kalangala, Luwero, Mpigi, Sembabule, Jinja, Wakiso, Kiboga, Bukedea, Buikwe, Budaka and Mukono



Detailed performance of the interventions of business process re-engineering and Information Management Sub-Programme are discussed hereafter:

3.6.1 Re-engineer public service delivery business processes

The planned outputs for FY 2022/23 are: i) Service Uganda Centres (SUCs) established and operationalized and technical support provided to votes on integrating service delivery models; ii) Government business processes Re-engineered; iii) Capacity Building for digitization and documentation of ongoing Government programmes, and iv) Public and Private institutions supported to review, re-engineer their processes, automate and deliver services online. The lead implementing agencies are MoPS, and MoICT-NG.

Service Uganda Centres (SUCs) established and operationalized and technical support provided to votes on integrating service delivery models: The purpose of the service centres is to provide important services at a single location and to save time for both the clients and Government officials. By 31st December 2022, massive sensitization and capacity building workshops on establishment and operationalization of Service Uganda Centres was carried out to all MDAs and its affiliated institutions, and 10 cities.

In Kasese District the Service Centre currently hosts Uganda Registration Services Bureau, Tourism Desk, National Social Security Fund, Microfinance Support Centre satellite desk and Uganda Revenue Authority. It is a one stop centre coordinated by the Principal Commercial Officer, and well equipped with office furniture and computers procured by MoPS. Communities were sensitized about the project through radio talks. In the Municipal Councils of Mbale and Jinja, the service centres were hosted in the Council buildings, whereas Hoima City is yet to get one although MoPS planned for it.

Government business processes Re-engineered: The MoPS planned to re-engineer four Government business processes, namely: management and supply of drugs system under the Ministry of Health, land registration system under MLHUD, civil marriages and management system and supply and distribution of agricultural inputs system under agriculture), however this was not implemented owing to budgetary constraints.



Kasese Service Centre Officer addressing stakeholders in Kasese Municipal Council



Capacity building for digitization and documentation of ongoing Government programmes for MDAs & LGs provided: The MoICT&NG provided technical support to 16 MDAs and 8 LGs in the development and implementation, of i) the Parish Development Model Information System, ii) the e- Government Procurement System, iii) Electronic Document Management Systems, iv) Online Business Registration System, v) the National Identification System vi) Hospital Management System and vii) the Education Management Information System.

Public and private institutions supported to review, re-engineer their processes, automate and deliver services online: The MoICT&NG provided technical support in the development of the Ministry of Foreign Affairs Integrated System. The support was rendered in the preparation of knowledge transfer and cooperation frameworks between the Ministry, International Youth Fellowship, and the Ministries of Economic Affairs in Estonia and that of ICT in Vietnam.

Conclusion

The sub-programme performance was fair however some planned outputs do not contribute to the objective of increased accountability and transparency in the delivery of services.

Recommendation

The MoPS should engage a Business process re-engineering consultant to facilitate and support to re-engineering and mapping of businesses processes in the public sector, and develop action plans in line with the sub-programme.



CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Programme Conclusion

The overall performance of the Public Sector Transformation Programme was fair at 52% with four out of the five sub-programmes exhibiting fair performance. It was noted that the objectives of Public Service Transformation are far from being achieved as most planned outputs are not in line with the sub-programmes objectives and interventions, while in some instances, planned outputs are duplicated.

Some of the findings showed limited training for the roll out of the Balanced Scorecard hence its minimal implementation in the pilot districts. It was also noted that there was minimal implementation of the new guidelines on client charter, feedback mechanisms and service delivery standards in the LGs. The trainings by the Civil Service College Uganda were not in line with the Annual Capacity Building Plan developed for the Public Sector. The roll out of HCM, EDMS, business process engineering was slow and experienced challenges. Under the decentralised payroll reforms, there were still irregularities on payrolls. The salary arrears still accumulated in the education and health sector largely because of poor human planning and management practices, salary enhancements of scientists and a demotivated workforce arising from the salary disparities.

4.2 Recommendations

- i. The MoPS as the lead agency of the PSTP should through the working group realign all planned outputs at strategic level to the sub-programme objectives.
- ii. The human resource departments in MDAs and LGs should continue to perform transactional work, but shift to a more transformative role by viewing human resource initiatives through the lenses of innovation, business acumen, strategic orientation and equity and inclusiveness



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The Uganda Public Service Rewards and Sanctions Framework, June 2019

Guidelines for development, documentation, dissemination and application of service delivery standards, March 2021



ANNEXES

Annex 1: Entities in the Public Sector Transformation Programme Monitored for Semi-annual FY 2022/23

Vote	Sub-Programme	Sampled intervention	Sampled districts/ Institutions
MOPS, OPM	Strengthening Accountability	Review and strengthen the client chatter feedback mechanism	MoPS, OPM, Kabale, Rukiga, Kabarole, Mukono, Kayunga
		Strengthening public sector performance management	Kabale, Bushenyi, Kiryadongo, Iganga, Nakasongola, Bukedea, Kumi, , Mbale
		Develop and enforce service and service delivery standards	Mbarara, Kabale, Bushenyi, Ntungamo, Bukedea, Kumi, Mbale, Iganga, Lira, Oyam
		Enforce compliance to the rules and regulations	Kikuube, Hoima, and Soroti City, Iganga, Kabale, Busia, Budaka
MoPS,	Government Structures/ Systems	Restructure government institutions (MDAs & sectors)	MoPS Headquarters
JSC, MoPS		Review and develop management and operational structures	Kabale, Mbale, Luwero, Jinja and Mbarara
MoPS, MoDVA		Rationalize and harmonize policies to support public service delivery	MoPS, MoDVA
MoPS, NITA-U, PSC	Human Resource Management	Undertake nurturing of civil servants through patriotic and National Service training	Mbarara, Ntungamo, Oyam, Soroti, Kumi Bukedea, Mbale and Mbale City, Jinja
		Design and implement a rewards and sanctions system	Bullisa, Rukiga, Nakasongola, Bushenyi, Mbarara, Ntungamo
		Empower MDAs to customize talent management	Soroti, Kumi, Bukedea, Mbale and Mbale City
		Roll out the Human Resource Management System	Mbarara, Bushenyi- Ishaka MC, Kabale University, Soroti, Mbale, Jinja,
		Develop and operationalize an E-document management system	MoPS, MoICT NG
		Review the existing legal, policy, regulatory and institutional frameworks	MoPS, IG
MoLG, MEACA	Decentralization and Local Economic Development	Strengthen collaboration of all stakeholders to promote LED	Mbale, Kasese, Bushenyi-Ishaka MC, Rukungiri, Bukedea, Hoima, Bullisa, Rukiga, Kabale and Lira
MFPED		Increase participation of Non-State Actors in Planning and Budgeting	MFPED
MoLG, UBOS		Operationalize the parish model	Mbale, Kasese, Bushenyi-Ishaka MC, Isingiro, Bukedea, Ntungamo, Hoima, Bullisa, Rukiga, Kabale, Oyam, Lira
LGFC		Build Local Government fiscal decentralization and self-reliance capacity	Kasese, Hoima, Soroti
MoPS	Business Process Re-engineering and Information Management	Re- engineer public service delivery business processes	Mbale, Jinja, Hoima, Kasese. Kabale University

Source: Authors' Compilation



Annex 2: Performance of the Strengthening Accountability for Results Sub-programme as at 31st December 2022

Outputs	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Attendance to duty monitored in 20 MDAs and 60 LGs; 15 MDAs and 40 LGs supported to link PIPs to Capacity Building Plans; Results Oriented Framework reviewed; Refresher training in performance Management for 4000 public officers; BSC implemented in 5 MDs and 20 LGs	0.583	45.3	96	5.00	1.30	57.44	Other outputs implemented by MoPS were dissemination of the guidelines of client charter; and Rewards and Sanctions Committees in 14 out of 40 LGs
Computers, 10 Scanners, 15 laptops, , 50 Desk phones, and National Records Centre and Archives and Civil Service College Uganda CCTV System installed; Communication equipment Cameras and Lens external batteries, and 4 vehicles and 1 motorcycle	2.948	33.3	25	1.00	0.10	30.00	Procurement of ICT equipment was initiated by MoPS
Compliance inspections undertaken in 16 MDAs and 40 LGs inspected; PAIPAS applied in 20 MDAs and 40 LGS	0.508	46.3	93	2.00	0.60	64.79	Compliance inspections and PAIPAS were undertaken in 20 LGs and 8 MDAs.
National Service delivery survey 2021 results disseminated	0.010	50.0	100	1.00	0.25	50.00	National Service Delivery Survey results for 2021 was launched in July 2022
Service Delivery Standards developed and disseminated in 8 MDAs and 24 LGs	0.125	44.4	95	1.00	0.20	45.05	Technical support was provided for 8 MDAs to develop SDS



Outputs	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Breaches of the Leadership Code investigated and completed	3.539	47.6	90	2.00	0.50	52.57	Verified declarations of incomes assets and liabilities of 46 out of 100 leaders; 100 investigations into the breach of the Leadership Code were also concluded
95 percent of disciplinary cases received concluded within a Financial Year; 100 percent of appeals of DSC decisions handled;	0.518	50.0	97	3.00	0.80	53.33	85% out of 95% of disciplinary cases with complete submissions considered and concluded. 10 out of 25 submissions on appeals from Districts/Cities were concluded
Average Output Performance						51	Fair

Source: IFMS Data/MoPS, OPM, IG, PSC; Field Findings



Annex 3: Performance of the Government Structures and Systems Sub-programme as at 31st December 2022

Output	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Comprehensive restructuring of 18 Ministries, 15 Agencies and 11 LGs under taken; Approved Structures for 4 MDAs and 4 LGs validated and uploaded on IPPS; Technical Support provided to 15 MDAs and 30 LGs in implementing of approved structures; Technical support on implementation of structures for 54 Rationalized Government Agencies	4.118	25.1	99	6.00	0.78	51.75	<p>The MoPS reviewed structures for 11 out of 33 MDAs and LGs; uploaded structures for 1 out of 4 MDAs and 4 LGs on IPPS; support to 19 MDAs and LGs (11 MDAs and 8 LGs, in implementing approved structures; and implemented structures for 9 out of 54 rationalized agencies.</p> <p>However funding also catered for operationalization of Uganda Service Centres.</p>
Job Descriptions and Person Specifications developed; Schemes of Service for 16 cadres developed; Records management systems set up in 10 MDAs and 45 LGs; Compliance to RIM standards in 20 MDAs and 40 LGs assessed; Capacity of 250 staff built in records and Information Management; and 3 RIM Policies and regulatory framework reviewed	0.360	44.2	89	3.00	0.60	45.25	<p>Job descriptions were developed for 4 out of 16 planned MDAs; Schemes of Service for 6 out of 16 planned cadres were developed; RIM systems set up in 5 out of 45 planned LGs; RIM systems streamlined in 9 out of 45 LGs; 160 out of 250 Officers were sensitized in RIM procedures;</p> <p>Regulatory impact assessment for the National Records and Archives Policy was undertaken;</p>



Output	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Valuable archival records acquired from 14 MDAs and 6 LGs; NRCA services and archives popularised at 10 radio stations;	0.539	44.2	89	8.00	2.00	56.62	Records were acquired from 6 LGs and NAADS, PSC; MoPS popularized NRCA on 6 out of 10 radio stations;
Four vehicles for including car tracking and insurance procured	3.948	33.3	67	1.00	0.20	60.00	NPA procured 4 vehicles to support MDAs customise and implement the revised structures
Average Output Performance						53	Fair

Source: IFMS Data/ MoPS, Field Findings

Annex 4: Performance of the Human Resource Management and Policy Sub-programme as at 31st December 2022

Output	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Annual Public Service Capacity Building Plan for the FY 2022/23 produced; Knowledge Management Policy and strategy for the Uganda Public Service produced; Capacity of 240 HR Managers in 20 MDAs and 50 LGs built in HR Planning; Status of implementation of professionalization of all cadres in the Public Service monitored in 20 MDAs; Professional Development Committees oriented; Support on implementation of Capacity Building Plans provided in 20 MDAs and 40 LGs;	0.430	47.8	90	6.00	1.50	52.27	The MoPS disseminated the capacity building plan to 14 LGs; trained 86 out of 240 Human Resource Managers in HR planning; monitored status of professionalization in 20 MDAs; and oriented professional Development Committees; provided support on the implementation of capacity building plan to 44 out of 60 Votes;



Output	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Induction training for 350 Officers at Regional level conducted; Tailor made trainings in MDAs conducted	0.613	28.0	52	2.00	0.30	53.62	The MoPS inducted the planned 350 public officers at the civil service college; conducted two tailor made training for staff of the Office of the Auditor General and Ministry of Public Service
Selection manuals and guidelines produced	0.111	50.0	99	1.00	0.20	40.00	Guidelines for handling of requests for Selection tests in District and City Service Commission was completed.
Human Resource analytics for 20HR officers conducted; Guidelines on Management of Salary, Wage, Pension and gratuity developed; Recruitment plans, Wage, Pension and gratuity budget prepared; staffing levels of Parish Development Model structures in 20 LG monitored; Management of wage, Payroll, pension and gratuity monitored;	0.496	48.5	95	5.00	1.20	49.51	The MoPS commenced on training of Human Resource analytics for selected 20 HR officers from MDAs and LGs; guidelines were issued to the entire public service; Recruitment plans for MDAs and LGs for FY 2023/24 were prepared; staffing levels of Parish Development Model structures in 20 LGs were monitored; and Payroll analysis for all votes for July, to December 2022 as monitored.



Output	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
one regional engagements with 500 Public Officers in furtherance of the preretirement undertaken; Support provided to all MDAs and LGs in managing decentralized wage, pension and gratuity management	0.181	46.3	98	2.00	0.50	53.99	A National Online pre-retirement training was conducted for 500 planned officers; Guidance was provided to 38 out of 45 Votes in managing decentralized Wage, Pension and Gratuity.
A total of 68 DLGs with fully constituted District Service Commissions	0.814	50.0	100	1.00	0.35	70.00	62 out of 68 Local Governments had fully (5 Members) constituted DSCs whereas a total of 82 DLGs had functional but not fully constituted DSCs
95% Declared Vacancies filled	1.401	39.9	48	1.00	0.10	25.09	45.7% out of 95% of declared vacancies were filled by PSC
Competence based recruitment system instituted in the Public Service:	1.407	49.1	98	1.00	0.25	50.91	Competence based recruitment Manual was under review by PSC
Interviews assessment tools and guidelines reviewed	0.388	50.2	95	2.00	1.20	100.00	The PSC reviewed five sets of assessment tools
HCM rolled out to 100 Votes; Employee data for 90% of Public Universities collected, analysed and updated; Stakeholder Engagement and Change Management conducted	3.687	19.8	84	3.00	0.30	50.39	HCM was rolled to 60 out of the planned 100 votes under Phase I; data from 25% of Public Universities was collected, analysed and updated; Change Management was implemented in 43 MDAs and LGs



Output	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Supervision on implementation of HR Policies and Procedures in 16 MDAs and 24 LGs provided; guidance on HR Policies and Procedures provided to 20 MDAs and 40 LGs;	0.394	50.0	92	4.00	0.90	45.00	MoPS provided support supervision on HR Policies and Procedure in 24 planned LGs; Heads of Human Resource in MDAs and LGs guided on HRM Policies and Procedures in 11 out of 20 planned MDA and 15 out of the planned 40 LGs.
4 Public Service Negotiating and Consultative Council meetings held; and 2 Meetings of the Public Service Tribunal held	0.311	38.7	73	2.00	0.40	51.64	The MoPS held 1 out of 4 orientation meeting of Executive Members of Universities and Medical Professional Associations.
Average Output Performance						53.54	Fair

Source: IFMS Data/MoPS, IG, PSC, Field Findings



Annex 5: Performance of the Decentralization and Local Economic Development Sub-Programme as at 31st December 2022

Output	Financial Performance			Physical Performance			Remarks
	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
28 LGs from across all regions supported to develop their LED strategies	0.133	37.4	87	1.00	0.15	40.10	All 28 planned LGs were supported to develop LED strategies, however there were constrained by budgetary and capacity issues by MoLG.
95% Critical positions in Local Governments filled	0.188	50.0	95	1.00	0.30	60.00	A total of 88 positions were filled representing 88% of critical positions filled by MoLG.
100 Local Governments supervised	0.200	50.0	73	1.00	0.23	46.00	Only 8 out of 100 LGs were supervised to ensure recruitments of Parish Chiefs were conducted.
Grants allocation formula reviewed;	0.488	16.7	100	1.00	0.10	59.89	This was implemented through meetings of negotiations between the central and local governments by LGFC
ICT equipment for LGFC procured	0.094	33.3	89	1.00	0.10	30.00	Procurement of the 2 Desktops, laptops and projectors were at evaluation stage by LGFC.
Stake Holders engagement and administrative and support services of the Commission conducted;	3.075	64.3	97	1.00	0.45	70.04	These were carried out with Uganda Local Government Association and ACODE on financing of local governments; funds were also spent on e.g payment of salaries, rent.
Average Output Performance						51.01	Fair

Source: IFMS Data/MoLG, LGFC Progress Reports, Field Finding





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