



# PUBLIC SECTOR TRANSFORMATION PROGRAMME

## Annual Budget Monitoring Report

Financial Year 2023/24

October 2024

Budget Monitoring and Accountability Unit  
Ministry of Finance, Planning and Economic Development  
P.O. Box 8147, Kampala  
[www.finance.go.ug](http://www.finance.go.ug)





# **PUBLIC SECTOR TRANSFORMATION PROGRAMME**

## **Annual Budget Monitoring Report**

**Financial Year 2023/24**

**October 2024**



## TABLE OF CONTENTS

TABLE OF CONTENTS.....	i
ABBREVIATIONS AND ACRONYMS .....	iii
FOREWORD .....	v
EXECUTIVE SUMMARY .....	vi
<b>CHAPTER 1: INTRODUCTION.....</b>	<b>1</b>
1.1 Background .....	1
1.2 Public Sector Transformation Programme.....	1
1.3 Programme Goal and Objectives .....	2
1.4 Sub-Programmes.....	2
1.5 Programme Key Outcomes .....	2
<b>CHAPTER 2: METHODOLOGY .....</b>	<b>3</b>
2.1 Scope.....	3
2.2 Approach and Sampling.....	4
2.3 Data Collection .....	4
2.4 Data Analysis .....	5
2.5 Limitations of the Report .....	5
2.6 Structure of the Report.....	6
<b>CHAPTER 3: PROGRAMME PERFORMANCE .....</b>	<b>7</b>
3.1 Overall programme performance .....	7
<b>3.2 Strengthening Accountability for Results Sub-Programme .....</b>	<b>8</b>
3.2.1 Strengthening Public Sector Performance Management .....	9
3.2.2 Develop and Enforce Service and Service Delivery Standards .....	12
3.2.3 Enforce Compliance with the Rules and Regulations.....	15
<b>3.3 Government Structures and Systems Sub-Programme .....</b>	<b>19</b>
3.3.1 Review and Develop Management and Staff Structures, Systems, and Standards.....	20
3.3.2 Rationalize and Harmonize Policies to Support Public Service Delivery. ....	27
<b>3.4 Strategic Human Resource Management Sub-programme .....</b>	<b>29</b>
3.4.1 Undertake Nurturing of Civil Servants through Patriotic and Long-Term National Service Training.....	31



3.4.2 Empower MDAs to Customize Talent Management (Attract, retain and motivate public servants).....	33
3.4.3 Roll out the Human Resource Management System (payroll management, work leave, e-productivity management inspection) .....	41
3.4.4 Develop and Operationalize an E-document Management System.....	43
3.4.5 Review the Existing Legal, Policy, Regulatory, and institutional Frameworks to standardize regulation and benefits in the Public Service .....	43
<b>3.5 Decentralization and Local Economic Development Sub-programme .....</b>	<b>45</b>
3.5.1 Strengthen Collaboration of all Stakeholders to Promote Local Economic Development.....	47
3.5.2 Operationalize the Parish Development Model .....	48
3.5.3 Build Local Government Fiscal Decentralization and Self-reliance Capacity .....	49
<b>3.6 Business Process Re-engineering and Information Management Sub-programme .....</b>	<b>50</b>
3.6.1 Re-engineer Public Service Delivery Business Processes .....	52
3.6.2 Design and implement an electronic citizen (e-citizen) system.....	53
3.6.3 Improve access to timely, accurate, and comprehensible public information .....	54
<b>CHAPTER 4: CONCLUSION AND RECOMMENDATIONS .....</b>	<b>57</b>
4.1 Programme Challenges .....	57
4.2 Programme Conclusion.....	57
4.3 Programme Recommendations .....	58
REFERENCES .....	59
ANNEXES.....	60
Annex 1: Public Sector Transformation Programme Monitored for FY 2023/24 .....	60
Annex 2: Performance of Strengthening Accountability for Results as at 30 <sup>th</sup> June 2024 .....	62
Annex 3: Performance of Government Structures and Systems as at 30 <sup>th</sup> June 2024 ...	64
Annex 4: Performance of Human Resource Management and Policy Sub-programme as at 30 <sup>th</sup> June 2024.....	66
Annex 5: Performance of Decentralization and Local Economic Development as at 30 <sup>th</sup> June 2024 .....	69
Annex 6: Performance of Business Process Re-engineering as at 30 <sup>th</sup> June 2024 .....	71



## ABBREVIATIONS AND ACRONYMS

BSC	Balance Scorecard
CAO	Chief Administrative Officer
CMA	Capital Markets Authority
CSCU	Civil Service College Uganda
CSI	Circular Standing Instructions
DLGs	District Local Governments
DSCs	District Service Commissions
DPP	Directorate of Public Prosecution
EDMS	Electronic Document Management System
EDRMS	Electronic Document and Records Management System
FY	Financial Year
GBV	Gender-Based Violence
GoU	Government of Uganda
HCM	Human Capital Management
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
HRP	Human Resource Planning
IFMS	Integrated Financial Management System
IPPS	Integrated Personnel and Payroll System
LGFC	Local Government Finance Commission
LGRMIS	Local Government Revenue Management Information System
IGG	Inspector General of Government
LGs	Local Governments
MDAs	Ministries, Departments and Agencies
MFPED	Ministry of Finance, Planning and Economic Development
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
NRCA	National Records Centre and Archives
NSDS	National Service Delivery Survey
NDP III	National Development Plan
NID	National Identification System
PAIPAS	Pearl of Africa Institutional Performance Scorecard
PBS	Programme Budgeting System
PDM	Parish Development Model
PHRO	Principal Human Resource Officer



PSC	Public Service Commission
PSTP	Public Sector Transformation Programme
RAPEX	Rationalization of Agencies and Public Expenditure
PPPs	Public Private Partnerships
RRH	Regional Referral Hospital
SDS	Service Delivery Standards
SUCs	Service Uganda Centres
UAC	Uganda AIDS Commission
UBC	Uganda Broadcasting Corporation
UBTS	Uganda Blood Transfusion Services
UCI	Uganda Cancer Institute
UGIFT	Uganda Intergovernmental Fiscal Transfers
UHTTI	Uganda Hotel and Tourism Training Institute
UNICEF	United Nations Children's Fund.
EOC	Equal Opportunities Commission
UBOS	Uganda Bureau of Statistics
OAG	Office of the Auditor General



## FOREWORD

At the start of the Financial Year 2023/24, the Government of Uganda outlined strategies to restore the economy back to the medium -term growth path and improve competitiveness. The strategic interventions that were prioritized under various programmes included: roads under Integrated Transport; electricity under the Sustainable Energy Development; irrigation under Agro-Industrialization; Industrial parks under Manufacturing; support to medical schools and science-based research and development under Human Capital Development; as well as oil and gas among others.

Annual programme assessments have been made, and it has been established that performance was fairly good. This implies that programmes are on track, but with a lot of improvements required. To that effect, I urge you to critically review the findings of the performance reports with a view to improving effectiveness in implementation of activities going forward. These monitoring findings form a very important building block upon which programmes can commence the reflective exercises.

The government has embarked on the 10-fold growth strategy that demands for enhanced efficiency and effectiveness within programmes. We cannot afford to have fair performance scores hence forth, as this will jeopardize the prospects of doubling the economic growth rates in the medium term.

Ramathan Ggoobi

**Permanent Secretary/ Secretary to the Treasury**





## EXECUTIVE SUMMARY

The Public Sector Transformation Programme (PSTP) contributes to the Third National Development Plan (NDPIII) objective of strengthening the role of the state in guiding and facilitating development. The key outcomes include increased Government effectiveness and increased attractiveness of Uganda as an investment destination and reduced corruption.

The objectives of PSTP are to (1) Strengthen accountability and transparency for results across Government; (2) Streamline Government structures and institutions for efficient and effective service delivery; (3) Strengthen strategic human resource management function of Government for improved service delivery; (4) Deepen decentralization and citizen participation in Local Economic Development and (5) Increase transparency and eliminate corruption in the delivery of services. The PSTP aims to address these issues through reforms to enhance efficiency, accountability and results-oriented service delivery in the Uganda Public service. The Ministry of Public Service (MoPS) is the lead agency.

### Performance Highlights

The approved budget for the Public Sector Transformation Programme (PSTP) for FY2023/24 was Ug shs 235.799 billion, of which Ug shs 232.591 billion (99%) was released, and Ug shs 227.282 billion (98%) spent by 30<sup>th</sup> June 2024, indicating strong release and absorption rates.

Performance at both output and intermediate outcome levels was fair at 58%, with 17 of the 79 indicators (22%) fully achieved and 34 (43%) showing moderate progress. However, 12 indicators (15%) failed to meet targets, and data was unavailable for 16 indicators (20%). A freeze on recruitments by the Ministry of Public Service resulted in unspent wage balances in most Local Governments (LGs). At the same time, staffing shortages persisted across key sectors, with Public Universities and health institutions particularly affected.

The Public Service workforce is 366,574 employees, with an overall staffing level of 55%. Notable vacancies exist in Public Universities (69%), Referral Hospitals (71%), and Primary Health Care (66%). In the coming years, 33,754 public servants are projected to retire between 2024 and 2028, with the Teaching Service accounting for 56% of these retirements. This underscores the urgent need for effective succession planning and strategic budgetary adjustments to address pension liabilities and ensure timely recruitment to fill critical gaps.

### Sub-Programme Performance Overview

#### Strengthening Accountability for results sub-programme

The overall sub-programme performance was good at 78%, attributed to improved accountability frameworks and enhanced performance monitoring. However, satisfaction with the client feedback mechanism stood at 60%, below the 72% target, and public awareness of services reached 67%, slightly missing the 70% target. Progress was made in developing service delivery standards for key sectors like Health, Education, and Water, although their implementation was inconsistent due to financial constraints.

Other key achievements included the piloting of an E-inspection tool in several Ministries and Municipalities and LGs, which significantly improved teacher management and inspections in places like the Education Service Commission and Nansana Municipality. However, challenges remain in areas such as compliance and enforcement, with Ombudsman complaint



resolution at 46% against a target of 80%, and conviction rates at 50%, below the 79% target. Despite these challenges, the Inspector General made significant strides, completing 279 investigations related to leadership code breaches and verifying 819 declarations of leaders' incomes, assets, and liabilities, ensuring accountability and transparency in public service.

### **Under Strengthening Performance Management.**

The Ministry of Public Service developed and disseminated the Balanced Scorecard (BSC) framework to all Local Governments to address challenges in aligning individual and institutional plans with national objectives. While training was provided, limited understanding of the BSC hindered effective implementation. Consequently, only 60% of officers met at least 80% of their performance targets, falling short of the 100% target. partly due to a lack of harmonization of performance management initiatives across the public sector.

### **Government Staffing Structures and Systems Sub-Programme**

The sub-programme performed fairly, achieving 62% overall performance, largely due to misalignment between some planned outputs and intermediate outcomes. The alignment of public officers' qualifications and competencies with their jobs reached 85% against a target of 100%, while 80% of Government Institutions had structures responsive to their mandates and the National Development Plan III, below the target of 100%. Ongoing rationalization efforts left 70% of staffing structures free from overlap and duplication, short of the 100% goal. Compliance with recruitment guidelines stood at 60% against a 95% target, with delays in filling declared positions taking 12 months instead of the target of 7 months, primarily due to corruption and procedural inefficiencies.

Notable successes included the increase in accessibility of archival materials online, reaching 23% against a target of 20%, reflecting a successful digitization effort. Compliance with Records and Information Management (RIM) standards improved from 56% to 61% due to continuous support from the Ministry of Public Service (MoPS). Additionally, the staffing structures of 14 out of 18 Ministries and 60 out of 69 Agencies under RAPEX were adjusted to reduce wasteful public expenditure. The newly established Online Archives Library, which captured 1,698 entries, further enhanced access to archival materials, as evidenced by the MFPED's improved ability to automate and retrieve budget reports and financial audits efficiently.

### **Strategic Human Resource Management Sub-programme**

The Sub-programme achieved fair performance at 63%, with notable improvements in salary enhancements and pension management. The percentage of public officers receiving salaries according to the approved pay plan increased to 18%, supported by salary enhancements for aviation staff and legal professionals.

Additionally, timely access to retirement benefits increased from 92% to 95% as a result of the decentralized payroll system and the automatic transition to pension payroll within the Human Capital Management (HCM) system. The HCM system successfully migrated 140 out of the planned 160 sites, enhancing payroll processing by reducing errors and salary delays while improving employee data management. However, despite these achievements, payroll irregularities continue to persist, particularly in sectors like education and health, where



incomplete structures in the HCM system contributed to salary arrears due to inadequate planning, budgeting, and wage analysis.

Financial management issues were a major concern, with significant portions of funds for salary arrears and pension unaccounted for. Only 22% of salary arrears and 14% of pension and gratuity funds released in FY 2023/24 were properly accounted for, leaving a large proportion of funds unaccounted for. Wage shortfalls, especially in districts like Kabale, Gulu, and Nakaseke, were linked to over-recruitment, poor wage planning, and political interference, exacerbating financial irregularities.

The performance of the sub-programme on decentralization and local economic development was fair. Notably, the share of funds allocated between Central and Local Governments increased to 15.2%, enhancing financial autonomy at the local level. Revenue mobilization efforts were notably strengthened, with the Local Government Finance Commission (LGFC) supporting 26 Local Governments (LGs) in developing local revenue enhancement plans. Despite positive developments, the engagement of District Private Forums and the establishment of Local Economic Development (LED) initiatives faced significant challenges. Many Local Governments (LGs) struggled with budget constraints and capacity issues, resulting in only 17% of District Private Forums being active, well below the 100% target. Additionally, only 20% of districts had functional LED resource teams, underscoring the need for further training and resources to enhance local governance. Overall, while strides were made in revenue mobilization and financial autonomy, the full potential of local economic development initiatives remains unfulfilled.

Verification of Parish Development Model (PDM) funds was conducted by the PDM secretariat in five districts: Luweero, Kayunga, Sembabule, Nakasongola, and Mukono. This assessment aimed to evaluate fund utilization and identify challenges for improving implementation. Currently, only 40% of beneficiary communities have viable income-generating enterprises, falling short of the 80% target, and the reduction in the population living below the poverty line is only 10%, compared to the target of 19.1%. These results indicate significant gaps in the PDM's effectiveness and the need for strategic interventions to enhance its impact on poverty reduction and economic development.

In addition, the Business Process Re-engineering and Information Management Sub-programme underperformed, achieving only 27% of planned outputs. Although the integration of government systems with the National Identification and Registration Authority (NIRA) performed well at 70% against a 67% target, many outputs were misaligned with intermediate outcomes. Progress in automating processes like marriage registration has reduced fraud and processing times, but broader implementation challenges persist due to misalignment between budgeted outputs and programme interventions.

## Key Challenges

- 1) **Ineffective resource allocation:** A significant portion of funds was directed towards allowances for technical support rather than addressing capacity gaps or improving service delivery. These allowances often do not translate into enhanced performance or tangible benefits that contribute to public service transformation.
- 2) **Inadequate understanding of Cost Delivery Standards:** Many LGs and MDAs have not fully internalized the objectives and application of cost delivery standards due



- to insufficient sensitization. This lack of comprehensive training resulted in inconsistent interpretations, leading to discrepancies in budgeting and expenditure, with some LGs overspending while others underutilized resources.
- 3) **Weak digitization of records:** The digitization of records was limited in most visited Local Governments, with many offices still operating manually. The inadequate use of digital archives and the absence of a proper system for electronically storing or retrieving files contribute to delays in service delivery.
  - 4) **Insufficient Training on the Balanced Scorecard (BSC) Framework:** Training programs provided to staff on the BSC framework were inadequate in depth and duration. Short-term training sessions failed to equip staff with a comprehensive understanding of the BSC framework and its relevance to their roles.
  - 5) **Weak fiscal decentralization:** Despite efforts to devolve functions, fiscal decentralization remains weak, with a significant portion of revenue collection and expenditure control still managed by the central government. This limits LGs' authority over local revenue and constrains their ability to provide services and fund local economic development (LED) projects.
  - 6) **Lack of Standardized Guidelines for Business Process Re-engineering in MDAs:** There were no clear standardized guidelines for implementing Business Process Re-engineering (BPR) across MDAs. Without a structured framework, different MDAs interpret and apply BPR inconsistently, leading to varied outcomes.
  - 7) **Limited Capacity for Competency-Based Recruitment:** The effective implementation of the competency-based recruitment guidelines developed by the Public Service Commission (PSC) is hindered by the limited capacity and lack of training among District Service Commission (DSC) members.

## Conclusion

The Public Service Transformation Programme has laid a strong foundation for a more efficient and responsive public service in Uganda. However, such challenges as highlighted have hindered full scale public service transformation. As Uganda concludes NDPIII, it is essential to consolidate the gains made under PSTP by addressing challenges and implementing strategic recommendations. With sustained political support, enhanced capacity and commitment to digital transformation, the public service can become a key driver of Uganda's socio- economic development under NDPIV and beyond.

## Recommendations

- 1) The Ministry of Public Service should establish key measurable indicators for every technical support initiative. This could include tracking improvements in service delivery, and operational efficiency linked to the support provided. Only when these Key Performance indicators are met should allowances or support be considered.
- 2) The MFPED, in consultation with the MoPS, should support the rollout of digital records management systems. This includes establishing guidelines for the secure storage of physical records and providing continuous training for records officers in modern records management practices, including digital handling, archiving, and retrieval.



- 3) The MFPED, MoLG, and MoPS should expand the length and depth of Balanced Scorecard (BSC) training programs. This should allow for thorough coverage of key concepts, skills, and implementation strategies, including a multi-phase training program that starts with an introduction to the BSC framework followed by advanced training on specific applications, such as linking indicators to local government performance targets.
- 4) The MoPS, in consultation with the MOICT, should develop clear standardized guidelines for Business Process Re-engineering (BPR) implementation to ensure consistency across MDAs. This should include creating a National BPR framework that outlines the steps of process reengineering, along with timelines, monitoring mechanisms, and performance indicators, as well as training MDAs on how to use these guidelines.
- 5) The MoPS and the MFPED should develop and implement comprehensive capacity-building programs aimed at improving the understanding and application of Cost Delivery Standards across Local Governments and Ministries, Departments, and Agencies.
- 6) The MFPED, MoPS, MoLG, and PSC should conduct comprehensive training programs for DSC members on competency-based recruitments. These programs should focus on how to assess competencies, develop competency-based job descriptions, and conduct competency-based interviews, especially for higher-level positions such as senior officers and department heads in LGs this will improve the quality of hires.





## 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 its Budget Monitoring and Accountability Unit (BMAU) tracks the implementation of programmes/projects by observing how values of different financial and physical indicators change over time against stated goals and indicators. The BMAU work is aligned with budget execution, accountability, and service delivery.

Starting FY 2021/22, the BMAU began undertaking Programme-Based Monitoring to assess performance against targets and outcomes outlined in the Programme Implementation Action Plans (PIAPs) and the Ministerial Policy Statements. The annual field monitoring FY 2023/24 focused on the assessment of Government programs and projects to verify receipt and expenditure of funds, outputs and intermediate outcomes achieved, gender and equity compliance, and budget execution efficiency. Additionally, the monitoring identified any implementation challenges and assessed the cohesion among sub-programs.

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

This report, therefore, presents findings from the Annual monitoring of the Public Sector Transformation Programme for the budget execution period from 1<sup>st</sup> July 2023 to 30<sup>th</sup> June 2024.

### 1.2 Public Sector Transformation Programme

The Public Sector Transformation Programme 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) Strategic Human Resource Management; (iv) Deepening Decentralization and Local Economic Development; and (v) Business Process Re-engineering and Information Management.

The lead agency is the Ministry of Public Service and other implementing MDAs include: The Ministry of Information and Communication Technology and National Guidance (MoICT&NG); National Identification and Registration Authority (NIRA); Ministry of Local Government (MoLG), Uganda Broadcasting Cooperation (UBC), and Public Service Commission (PSC). Others are the Local Government Finance Commission (LGFC), and the Inspectorate of Government (IG).





### 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 specific objectives of the Programme 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: Strengthening Accountability for Results; Government Structures and Systems; Strategic Human Resource Management; Decentralization and Local Economic Development; and Business Process Re-engineering and Information Management.

### 1.5 Programme Key Outcomes

The key results to be achieved over the NDP III period include:

- i. Increase the Government Effectiveness Index from -0.004% to -0.58
- ii. Reduce corruption as measured by the corruption perception index from 33.2% to 26%.
- iii. Increase the attractiveness of Uganda as an investment destination as measured by the Global Competitiveness Index from 54.2% to 48.9%





## CHAPTER 2: METHODOLOGY

### 2.1 Scope

This annual monitoring report presents progress on the implementation of Public Sector Transformation Programme interventions under the five sub-programmes. Monitoring involved analysis and tracking of inputs, activities, processes, outputs, intermediate outcome indicators as identified in the Programme Implementation Action Plan (PIAP), Ministerial Policy Statements (MPS), annual and quarterly work plans, progress and performance reports of MDAs and LGs during FY 2023/24 (1<sup>st</sup> July 2023-30<sup>th</sup> June, 2024). The interventions, planned outputs and intermediate outcome indicators reviewed under each sub-programme, MDAs/Vote/LGs are listed in Annex 1.

A total of 21 interventions were reviewed and monitored by 30<sup>th</sup> June, 2024. The interventions were:

- 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 with the rules and regulations.
- v. Restructure Government institutions (MDAs and 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 an electronic citizen (e-citizen) system.
- xxi. Improve access to timely, accurate, and comprehensible public information.



The selection of interventions monitored was based on the following criteria:

- Interventions prioritized by the programme after the NDPIII midterm review.
- Interventions with significant contributions to the programme objectives and National priorities.
- Priority was given to interventions with substantial fund allocations based on the level of investment.
- Interventions that had clearly articulated gender and equity commitments in the policy documents.
- Interventions with completed projects to assess beneficiary satisfaction, value for money, and intermediate outcomes.

## 2.2 Approach and Sampling

Both qualitative and quantitative methods were used in the monitoring exercise. Physical performance of planned outputs and intermediate outcomes was assessed by tracking various indicators, evaluating progress against reported expenditures, and the achievement of interventions. A combination of random and purposive sampling was employed to select sub-interventions and outputs from the Programme Implementation Action Plans (PIAPs), Ministerial Policy Statements (MPS), and progress reports from the respective ministries, departments, agencies, and local governments (MDALGs).

To map interventions against annual targets outlined in the Vote MPS and quarterly work plans, multi-stage sampling was conducted at four levels: i) Sub-programmes, ii) Sub-sub-programmes, iii) Local Governments, and iv) Project beneficiaries. Regional representation was ensured in the selection of districts and planned outputs.

## 2.3 Data collection

The monitoring team employed both primary and secondary data collection methods. Secondary data collection included literature review of key policy documents. These documents comprised the Ministerial Policy Statement (MPS) for FY 2023/24, National and Programme Budget Framework Papers, the Programme Implementation Action Plan (PIAP), and the Third National Development Plan (NDP III).

The team also reviewed quarterly progress reports, work plans of implementing agencies, the Budget Speech, Public Investment Plans, Approved Estimates of Revenue and Expenditure, project reports, strategic plans, policy documents, and evaluation reports for selected projects. Additionally, data from systems such as the Integrated Financial Management System (IFMS), Programme Budgeting System (PBS), the Integrated Personnel and Payroll System (IPPS), and the Human Capital Management (HCM) systems were reviewed and analyzed.

Primary data collection methods included consultations and key informant interviews with institutional heads, project and intervention managers, household heads, chairpersons of pension associations, and service beneficiaries at various implementation levels. The team also conducted field visits to cities, districts, municipalities, and sub-counties, which included observations and photography. In some cases, callbacks 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 was rated in percentages according to the 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 based on the criterion in Table 2.1. Based on the rating assigned, a BMAU colour-coded system was used to alert the policymakers 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).

**Table 2.1: Assessment Guide to Measure Performance in FY 2023/24**

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

Source: Authors' 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

- 1) The Business Processing and Re-Engineering Sub-programme included planned outputs that were budgeted under another sub-programme, Government Staffing Structures. This overlap made it challenging to assess the financial and physical performance of both sub-programmes.
- 2) There was inadequate information regarding government structures and systems, as well as the Service Uganda Centers. Additionally, no reports were obtained from the Ministry of Information, Communications Technology, and National Guidance (MOICT-NG) despite repeated reminders.
- 3) Some planned outputs were budgeted within other sub-programme interventions. For example, the initiative to review and strengthen the client charter feedback mechanism



to enhance public demand for accountability was budgeted under the sub-programme for developing and enforcing service and service delivery standards, among others.

## **2.6 Structure of the Report**

The report is organized into the following chapters: (1) Introduction; (2) Methodology; (3) Programme Performance; and, (4) Conclusion and Recommendations respectively.



## CHAPTER 3: PROGRAMME PERFORMANCE

### 3.1 Overall programme performance

#### Financial Performance

The approved budget for the Public Sector Transformation Programme for FY2023/24 was Ug shs 235.799 billion. A total of Ug shs 232.591 billion (99%) was disbursed and by 30<sup>th</sup> June 2024, Ug shs 227.282 billion (98%) was utilized. This reflects a good release and expenditure absorption.

Most entities received nearly 100% of their approved budgets, except for the Ministry of Public Service (MoPS), which received 92.3%. High spending efficiency was observed, with the Inspectorate of Government (IG), National Identification and Registration Authority (NIRA), and National Information Technologies Authority (NITA) spending 100% of their released amounts.

#### Physical Performance

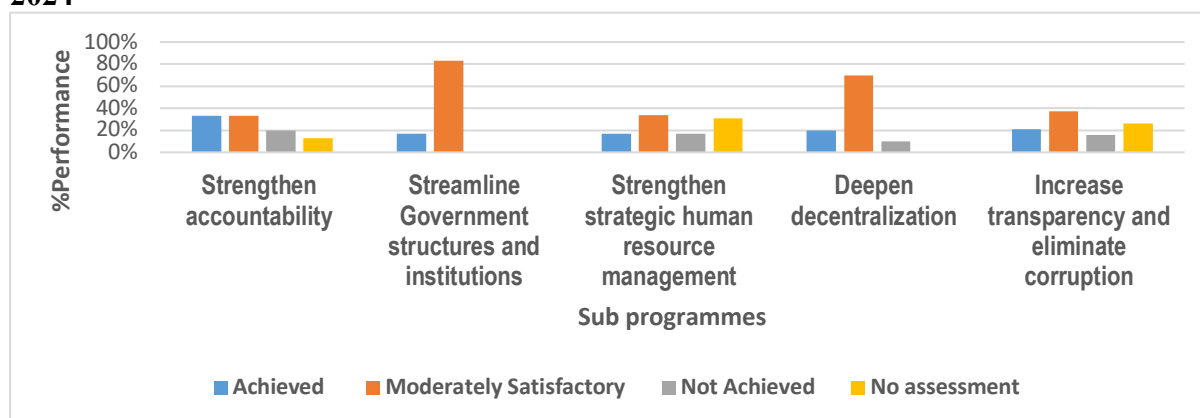
The overall performance of the programme was rated fair at both output and intermediate outcomes levels, with a score of 58%. This dismal performance was attributed to lack of prioritization due to poor planning, which resulted in planned outputs not aligning with the intervention and programme objectives.

The performance of the Strengthening Accountability sub-programme was notably good, achieving 79%. This success was largely due to the compliance inspections conducted and the development and costing of service delivery standards for the eight key sectors. Additionally, the Inspector General completed 279 investigations related to breaches of the leadership code.

In contrast, the Government Structures and Systems sub-programme had a fair score of 62%, while the Strategic Human Resource Management sub-programme scored 63%. The decentralization and Local Economic Development sub-programme also performed fairly with a score of 59%. However, the Business Process Re-engineering and Information Management sub-programme had a poor performance score of 27%. This was attributed to a lack of clear objectives and inadequate process mapping, which hindered the effective implementation of the intervention across the entire Public Service.

At the intermediate outcome level, performance was fair; A total of 17 indicators (equivalent to 22% of the total 79) were successfully met. An additional 34 indicators (43%) demonstrated a moderate level of satisfaction, indicating reasonable progress. However, 12 indicators (15%) fell short of meeting the annual targets set by the NDP III for the FY 2023/24. Notably, data was unavailable for the remaining 16 indicators (20%) (Figure 3.1).

**Figure 3.1: Performance of Programme intermediate outcome indicators as of 30<sup>th</sup> June, 2024**



Source: MoPS Annual Performance Report, FY2023/24

## 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 intended outcomes are, (i) Improved responsiveness of Public Services to the needs of citizens; (ii) Improved integration and alignment of MDA and LG plans to NDPIII; (iii) Improved Performance at organizational and individual level; (iv) Improved Quality of service delivered; (v) Improved capacity of the IG to respond to citizen's complaints concerning Maladministration and administrative injustice.

Others include (vi) Enhanced capacity of MDALGs in handling Ombudsman complaints; (vii) Improved compliance to recruitment guidelines by service commissions; (viii) Improved responsiveness of Public Services to the needs of citizens; (ix) Reduced cases of corruption in the Public Service; (x) Improved recovery of illicitly acquired wealth; (xi) Increased public participation in the fight against corruption; and (xii) Improved efficiency and effectiveness of anti-corruption systems.

There are four interventions and these include:

- i) Develop and enforce service and service delivery standards
- ii) Strengthen Public Sector Performance Management initiatives
- iii) Enforce compliance with rules and regulations.
- iv) Review and strengthen the client charter feedback mechanism to enhance the public demand for accountability however, the planned outputs were budgeted for in public sector performance management initiatives.

These are implemented under the following entities: Ministry of Public Service (MoPS), Ministry of Local Government (MoLG), Public Service Commission (PSC), and Inspectorate of Government (IG).



## Financial Performance

The approved budget for FY2023/24 was Ug shs 22.835 billion. A total of Ug shs 22.07 billion (97%) was disbursed and by 30th June 2024, Ug shs 21.32 billion (97%) had been utilized. This reflected a good level of release and expenditure absorption.

## Physical Performance

Annual monitoring assessed all four interventions, resulting in an overall sub-programme performance score of 78%. This performance was attributed to enhanced accountability frameworks and improved performance monitoring. Two interventions achieved good performance, and two were rated as fair. Additionally, one intervention's planned outputs were budgeted within public sector performance management. (*Refer to Annex 2 for details of sub-programme and intervention performance*). An overview of the interventions' performance is presented in Table 3.3.

**Table 3.3: Summary Performance of Interventions under Strengthening Accountability for Results Sub-Programme as at 30<sup>th</sup> June, 2024**

Intervention	Performance Status	Remarks
Strengthening public sector performance management		Performance was fair at 54%, on account of misalignment between the planned outputs and the objectives of the sub-programme. with no clear intermediate outcomes. Additionally, there was limited understanding of the balanced scorecard in both MDAs and LGs. Overall, performance management initiatives remain weak.
Develop and enforce service and service delivery standards		Good performance was achieved at 89%. Compliance inspections were undertaken and the service delivery standards for the eight key sectors were developed and costed.
Enforce compliance with the rules and regulations		Good performance of 76%. The IG resolved 636 cases out of 560 targets. Public Service Commission handled 100% of all submitted disciplinary cases.
Review and strengthen the client charter feedback mechanism to enhance the public demand for accountability		Performance was fair at 56%. The Health Sector excelled in developing and implementing the client charter, while progress in district local governments was slow in this regard. This intervention was budgeted under the Strengthening Public Sector Performance Management intervention.

*Source: Author's Compilation*

### 3.2.1 Strengthening Public Sector Performance Management

The intervention is implemented by the Ministry of Public Service. Performance management in the public sector focuses on setting goals and ensuring their achievement through a structured planning and control cycle.

The key planned outputs included: i) Implementation of client charters and feedback mechanisms in 10 MDAs and 15LGs; ii) Refresher training on the development of client charters and feedback mechanisms in 5MDAs and 40 LGS; iii) Attendance to duty monitored in 20 MDAs and 60LGs iv) Compliance to Performance Management Tools monitored in 3





MDAs and 15 LGs; v) 15 MDAs and 40 LGs supported to link public investment plans to capacity building plans; vi) Refresher training in performance Management conducted in 3 MDAs and 15 LGs.

Other outputs included: vii) Rewards and Sanctions Committees oriented in 10 MDAs and 40 LGs; and viii) Refresher training in performance management conducted in 10 MDAs and 40 LGs. This specific planned output should fall under the Strategic HRM sub-programme.

### **Performance of the intervention**

Performance was rated fair at 54%, primarily due to misalignment between the planned outputs and the objectives of the sub-programme, with no clear intermediate outcomes to track progress. Furthermore, there was limited understanding and application of the Balanced Scorecard Framework (BSC) within MDAs, as well as LGs, which hindered effective performance monitoring and management. Overall, the performance management initiatives remain weak, lacking the necessary alignment and clarity to drive meaningful improvements. The following section provides the detailed status of the implementation of planned outputs.

#### **1. Implementation of client charters and feedback mechanisms in 10 MDAs and 15 LGs:**

Overall, the development and implementation of client charters in LGs was slow, despite the issuance of guidelines and training provided by the MoPS. Nevertheless, MoPS supported 15 MDAs and 16 LGs in implementing client charters and feedback mechanisms. In Kaliro, the charter was updated, while Namutumba District was working on a five-year client charter draft. In contrast, the client charters for the districts of Mayuge, Bugweri, Iganga, and Jinja City expired after three years, and the process of updating them had not yet commenced.

Human Resource Departments are expected to coordinate these efforts; however, in many LGs, human resource officers primarily focus on payroll, pensions, and gratuity, which limits their capacity to supervise and implement client charters.

Regarding client charters implementation, the best-performing districts included; Mbale, Wakiso, Mukono, Jinja, Kabarole, and Mbarara, while Arua, Amuru, Pader, Moroto, Obongi, and Bududa were among the poor performers. In the Central Government, the best-performing ministries were Health, Education and Sports, and Finance, Planning, and Economic Development (MFPED).

On the other hand, the Ministry of Lands, Housing and Urban Development, along with the Ministry of Gender, Labour, and Social Development (MGSLD), were the poor performers. As a result, satisfaction with the client feedback mechanism stood at 52%, falling short of the 72% target, and only 50% of the population was aware of public services, missing the 70% target.

**2. Refresher training on the development of client charters and feedback mechanisms in 5 MDAs and 40 LGs:** The training was conducted in 13 MDAs and 45 LGs, exceeding the planned targets. The refresher training was designed to strengthen public servants' knowledge and skills in developing, implementing, and monitoring client charters. Additionally, it aimed to enhance their understanding and use of feedback mechanisms to address complaints, suggestions, and grievances.

As a result of this training, the Ministry of Health revised its client charter to improve service delivery at healthcare facilities. This revision introduced more stringent timelines for patient services, improved drug availability, and enhanced emergency response rates. Similarly, in Wakiso District, the client charter was updated to include clear timelines for key services, such as land title issuance and building plan approvals. However, Local Governments remain





underfunded, which hampered their ability to fully implement the training recommendations on client charters and feedback mechanisms.

**3. Attendance to duty monitored in 20 MDAs and 60 LGs:** This was done in 29<sup>1</sup> exceeding 20 MDAs, and 78<sup>2</sup> LGs surpassing the target of 60. The overachievement was primarily due to support from the Uganda Intergovernmental Fiscal Transfers (UGIFT) program. In districts such as Kiryandongo, Soroti, Mbarara, Gulu, Nwoya, Pallisa, Mubende, and Mbale, Human Resource Departments tracked and analyzed attendance records. However, the tool proved ineffective due to organized absenteeism, particularly among primary teachers and medical personnel in many visited districts.

Field findings revealed that the average attendance rate across the Central and Local Governments visited was 76%, with an absenteeism rate of 24%. The Central Government generally had higher attendance rates at 84%, compared to Local Governments, which recorded 68%. Absenteeism was notably higher in lower health centers, particularly in rural areas, while urban centers exhibited better attendance but still struggled with absenteeism among support staff. In the education sector, teacher absenteeism in LGs was alarmingly high, amongst primary teachers both science and non-science negatively impacting the quality of education. In contrast, the Central Government performed better but still faced challenges.

**4. Compliance with Performance Management Tools monitored in 3 MDAs and 15 LGs:** Performance management tools are frameworks, methodologies, and instruments designed to measure and enhance the performance of public sector employees. The MoPS monitored compliance to performance management tools that included - performance plans, performance agreements, attendance to duty, and performance review tools among others in 37 Votes (15MDAs and 22 LGs). While some districts like Mukono, Wakiso, and Mbarara made considerable progress others such as Hoima, Mbale, and Soroti faced challenges in fully implementing these tools. Key issues included limited resources and insufficient training.

**5. Fifteen MDAs and forty LGs supported to link performance improvement Plans (PIPs) to Capacity Building Plans (CBPs):** The MoPS supported 63 votes, including 13 (out of 15) MDAs and 50 (out of 40) LGs, to link performance improvement plans with capacity-building plans.

Field findings revealed that limited resources impeded the implementation of comprehensive Capacity Building Plans (CBPs) that aligned with Performance Improvement Plan (PIP) objectives. In Wakiso District, while PIPs were utilized to address service delivery gaps in the education and health sectors, inadequate follow-up and evaluation hindered the translation of capacity developed through CBPs into improved performance as outlined in the PIPs.

<sup>1</sup> MoTIC, MoWE, MoGLSD, MAAIF, MoPS, MoDVA, MoWT, MoICT&NG, MoWE, Mulago National Specialised Hospital, Kawempe Hospital, Butabika NRH, Kitante Hill School, Nakasero PS, Kololo High School, Kitante Primary School, and Buganda Road Primary School, Lira RRH, Masaka RRH, Kabale RRH, Mbale RRH, Moroto RRH, Soroti RRH, Fort Portal RRH

<sup>2</sup> Ngora, Maracha, , Sembabule, Bukomansimbi, Rakai Bugweri and Kalangala, Omoro, Nwoya, Lamwo, Kitgum, Pader, Busia, Tororo, Manafwa, Butaleja, Budaka, Bundibugyo, Ntoroko, Kasese, Bunyangabu, Kitagwenda, Rwampara, Ntungamo, Rukiga, Rukungiri, Kanungu, Nebbi, Zombo, Terego, Maracha, Moyo, Oyam, Omoro, Nwoya, Amuru, Nebbi, Nebbi MC, Zombo, Pakwach, Gulu and Gulu City, Soroti, Kalaki, Amuria, Ngora, Bukedea, Lira, Kwanja, Oyam, Dokolo, Alebtong, Bududa, Sironko, Bulambuli, Namisindwa, Kapchorwa, Kakumiro, Kibaale, Buliisa, Kiryandongo.

**6. Rewards and Sanctions Committees oriented in 10 MDAs and 40 LGs in all regions:**

Rewards and Sanctions Committees were oriented in 50 Votes (16<sup>3</sup> MDAs and 41<sup>4</sup>LGs). The aim was to empower committee members with the knowledge and skills required to fulfill their responsibilities fairly and consistently. This overperformance was primarily due to the demand-driven nature of most votes.

Notwithstanding the orientation provided, some committee members exhibited resistance to adopting the new practices, particularly in LGs. Furthermore, there was lack of systematic follow-up by the MoPS after these sessions to ensure that committees implement what they had learned. As a result, many committees reverted to their previous practices.

**7. Balanced Scorecards (BSCs) implemented in MDAs and LGs:** A total of 10 Local Governments were supported to develop BSCs. The Ministry of Local Government (MoLG) facilitated training for Chief Administrative Officers (CAOs), Deputy CAOs, District Service Commissions (DSCs), Human Resource Officers, Town Clerks, Secretaries, and District Planners. This training aimed to equip them with the necessary knowledge and skills to implement the Balanced Score Framework in their respective LGs.

However, a significant number of LG staff exhibited limited understanding of the BSC, which hindered the effective development and implementation of scorecards. Additionally, there were insufficient resources and lack of dedicated personnel for BSC implementation.

**8. Refresher Training in Performance Management:** The MoPS trained 462 participants (312 from LGs and 150 from MDAs) across 50 votes, including 18 (out of 10 planned) MDAs and 32 (out of 40 planned) LGs. This training aimed to address persistent challenges in performance management systems, equipping public officers with the necessary tools to improve service delivery and align outputs with national goals.

For instance, in Wakiso DLG, the training enabled the Public Human Resource Officer (PHRO) to implement a more rigorous performance review process. As a result, quarterly performance appraisals have become mandatory for all district employees, leading to a 15% increase in staff compliance. Similarly, the Ministry of Health adopted structured performance appraisals following the training, which improved the clarity of targets for healthcare workers in regional hospitals.

**3.2.2 Develop and Enforce Service and Service Delivery Standards**

The implementing entity was the Ministry of Public Service and the planned outputs for FY 2023/24 were; i) Compliance inspections undertaken in 16 MDAs and 40 LGs to assess adherence to service delivery standards; ii) E-inspection tool piloted in 8MDAs and 10 LGs; iii) Investigative inspections undertaken in 4 public institutions; iv) Pearl of Africa Institutional Performance Assessment Scorecard (PAIPAS) administered in 16 MDAs and 40 LGs;(v) Service delivery standards developed and disseminated in 8MDAs and 24 LGs; and, (vi) National Service delivery survey results disseminated in 5 DLGs.

<sup>3</sup> MAAIF, MoPS, MoDVA, MoWT, MoICT&NG,MoWE, Mulago National Specialised Hospital, Kawempe Hospital, ESC,Naguru Hospital, MoTIC, MoTW&A, MoIA, MoLHUD, ULC and Butabika Hospital

<sup>4</sup> Tororo, Tororo MC, Budaka, Kibuku, Mbale City,Mbale, Manafwa, Namisindwa, Bukwo, Kapchorwa, Kapchorwa MC,Sironko, Kumi, Kumi MC, Bukedea, Pallisa, Mukono DLG, Mukono MC,Makindye Sabagabo MC, Kira MC, Nansana MC, Entebbe MC,Mityana,Mityana MC, Kyenjonjo, Kasanda, Kabarole, FortPortal City, Bunyangabu,Kasese, Kasese MC, Mubende, Mubende MC, Kakumiro, Kibaale, Kikuube, Kagadi, Hoima City, Hoima DLG, Kanungu.



## Performance of the intervention

The intervention achieved a good performance score of 89%. Compliance inspections were conducted across various entities to assess adherence to established service delivery standards. Additionally, specific standards for eight key sectors were developed and costed, ensuring clear and financially viable requirements for effective service delivery. This comprehensive approach enhances accountability and improves service quality across the involved sectors. Details of physical performance are presented below:

### 1. Compliance inspection undertaken

The MoPS, in collaboration with the Ministries of Health, Education, Water, and Agriculture, conducted joint inspections to promote compliance with service delivery standards, rules, regulations, and procedures. These inspections were conducted in 51 votes, including 11 (out of 16 planned) MDAs and all 40 planned LGs.

Inspection findings indicated that many health facilities improved their adherence to service delivery standards, resulting in reduced patient waiting time and better quality of care. For instance, Mulago National Referral Hospital made significant strides in service delivery, although challenges persist in rural centers.

In the water sector, there was increased coverage of piped water systems in urban areas, along with the successful implementation of rural water supply projects that emphasized community engagement. Notable improvements in customer service delivery were observed. However, the agricultural sector continued to face several challenges. Infrastructure deficiencies, such as poor road networks and inadequate storage facilities, hindered market access and contributed to increased post-harvest losses. Additionally, limited access to modern technology and insufficient extension services further exacerbate these issues.

### 2. E-inspection tool piloted in 8 MDAs and 10 LGs

The E-inspection was piloted in 18 votes (5<sup>5</sup> out of 8 MDAs and 10<sup>6</sup> planned Local Governments). This tool significantly reduced the time required to produce reports and improved accuracy by minimizing mistakes and discrepancies through digital data capture. However, gaps such as technical and data security concerns persist in the system, indicating the need for additional funding to further develop the tool, including software upgrades.

In Mukono district, the tool provided clear, audible records of inspection activities. Instances of irregularity were reduced by 15%. In the Gulu district, the E-inspection tool significantly improved data management with real-time updates reducing delays in reporting by 40%, however, there are issues with connectivity during peak periods that affect the tool's performance.

### 3. Investigative inspections undertaken in 4 public institutions

Investigative inspections were undertaken by the MoPS in 3 (out of 4 planned) public institutions. This was done within the Ministry of ICT & National Guidance (MoICT&NG) regarding irregular recruitment practices. The findings revealed that the recruitment process did not adhere to established standards and regulations. For example, some positions like

<sup>5</sup> Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Uganda Cancer Institute, Office of the Prime Minister, Uganda Virus Institute, and Education Service Commission

<sup>6</sup> Nansana MC, Makindye Sabagabbo MC, Entebbe MC, Lugazi MC, Kira MC, Njeru MC, Mukono MC, Kira MC, and Njeru MC.



Communication Assistant, Monitoring and evaluation specialist, Digital Media Unit (DMU), and Office attendant among others had no academic qualifications or applications.

Additionally, a Human Resource (HR) Audit was conducted at the Kampala Capital City Authority (KCCA). The findings revealed that the procedures for hiring officers at KCCA were violated on several occasions. For instance, of the 863 personnel files reviewed in the audit, 206 officers were given local employment contracts by the office of the Executive Director, which was not authorized by law to recruit and employ workers.

#### **4. Pearl of Africa Institutional Performance Assessment Scorecard (PAIPAS) applied in 20 MDAs and 40 LG**

The PAIPAS were administered in 51 votes (11<sup>7</sup> of 20 MDAs and all the planned 40<sup>8</sup> LGs). This assessment was conducted by MoPs in LGs and the assessment focused on service delivery, accountability, efficiency, and governance. Its purpose was to benchmark institutional performance and identify areas that required improvement.

While financial and human resource management aspects were partially implemented, several challenges were identified. Weak financial management practices persist, with financial accountability remaining a significant issue in many LGs. Additionally, many LGs face critical human resource gaps, including understaffing, absenteeism, and inadequate capacity building, which contribute to poor service delivery, especially in the education and health sectors. Delays in service delivery were particularly evident in infrastructure development and the water sector. Furthermore, the lack of effective monitoring and evaluation systems in many LGs resulted in low levels of citizen engagement.

#### **5. Service Delivery Standards developed and disseminated in 8 MDAs and 24 LGs**

The Costed Service Delivery Standards were distributed to 4<sup>9</sup> of the 8 planned MDAs and 132<sup>10</sup> of 24 planned LGs through District Planners and published in newspapers to raise awareness. The MoPS continues to work on expanding this coverage to the remaining districts as part of its broader strategy to improve service delivery across the country. The overperformance of distribution to LGs was due to support from the European Union.

Field findings indicated that some districts such as Mbarara, Gulu, Mbale, and Jinja and Mbarara, Pallisa, Mukono, and Kabale began to integrate the standards into their planning and budgeting processes, ensuring service delivery aligns with the costed benchmarks. However full-scale implementation was hindered by resource constraints, capacity issues, and delays in funding. As a result, service delivery standards (SDS) in MDAs and LGs were at 50%, falling short of the 60% target.

**6. Findings of the National Service Delivery Survey disseminated in 5 DLGs:** This was undertaken to understand the perceptions of service recipients towards Government services in all sectors. The NSDS results were shared in 7 (out of 5 planned) DLGs and Cities, specifically

---

<sup>7</sup> MoGLSD, MoTIC, JSC MoEACA, ESC, PSC, DEI, Kiruddu RRH, Entebbe Grade B RRH, HSC, ULC

<sup>8</sup> Luuka, Kaliro, Ngora, Serere, Buikwe, Mukono, Kayunga, Rubirizi, Bushenyi and Kayunga. Inspection was also carried out in Iganga MC, Soroti City, Butaleja, Budaka, Butebo, Ntungamo, Rubanda, Rukiga, Kibaale, Mpigi, Mubende, Kapelebyong, Napak, Katakwi, Mbale, Pallisa, Jinja, Kalaki, Kaberamaido, Kumi, Lira, Dokolo, Kole, Mbarara, Lyantonde, Rakai, Kyotera Kumi MC, Lira MC and Mbale City.

<sup>9</sup> MoTIC, DEI, and MoGLSD

<sup>10</sup> Luuka, Kaliro, Iganga MC, Bukedea, Butebo, Ngora, Oyam, Apac, Kwanja, Kazo, Bukedea, Butebo, Ngora, Oyam, Apac, Kwanja, Kazo, Kiruhura, Lwengo, Pallisa, Kibuku, Budaka Kiruhura, Lwengo, Pallisa, Kibuku, Mbale City, Karamoja, Teso, Budaka, Masaka, Lyantonde, Mukono, Mbale, Kotido Moroto Soroti, Kaberamaido, Mbarara, Kabale



in Mbarara, Lira, Soroti, and Mbale, as well as the DLGs of Soroti, Mbale, and Lira. This activity was conducted in collaboration with the Uganda Bureau of Standards (UBOS) hence the overachievement.

For example, in Mbarara City, the NSDS results strengthened community engagement in service delivery. The City introduced participatory budgeting processes, where community members are involved in deciding how resources are allocated. This has led to more community-driven projects such as the construction of local health facilities and road improvements.

In Gulu district, the survey results facilitated the development of Public-Private Partnerships to address gaps in service delivery, particularly in the education and health sectors. The district collaborated with NGOs and private companies to improve service delivery in these sectors leading to better outcomes for the community. Several districts were struggling with insufficient staffing and constricted budgets, which hindered their ability to implement actionable changes based on NSDS findings.

### 3.2.3 Enforce Compliance with the Rules and Regulations

The lead implementing agencies for this intervention include the Inspectorate of Government (IG), the Ministry of Public Service (MoPS) Ministry of Local Government (MoLG), and the Public Service Commission (PSC).

The planned outputs for FY 2023/24 were: i) 100 breaches of the leadership code investigated and completed; ii) 800 verifications of leaders' assets and liabilities conducted; (iii) Compliance rate of 95% of leaders and public official's declaration received by IG; iv) Ombudsman complaints handling system in 20 MDALGs Improved; v) Ombudsman complaints handling system in 20 MDALGs Improved; vi) 10 systems procedures and practices of MDALGs reviewed and recommendations made.

Other Outputs included; vii) 560 Ombudsman investigations conducted; viii) Disciplinary cases with complete submissions considered and concluded; ix) Project:1704 Local Government Revenue Management Information System; x) 95% of disciplinary cases received and concluded within a financial year; and, xi) 100% of appeals of DSC decisions handled.

### Performance of the intervention

The overall intervention performance was good rated at 70%. Key indicators showed mixed results: the percentage of Ombudsman complaints resolved within the agreed timeframe stood at 46%, falling short of the 80% target. However, the value of assets recovered by the Inspectorate of Government (IG) surpassed expectations, reaching Ug shs 4.7 billion against a target of Ug shs 4.0 billion. Conviction rates were at 50%, below the 79% target, while compliance with recruitment guidelines by commissions stood at 50% instead of the targeted 100%, largely due to corruption in the recruitment processes. A detailed breakdown of physical performance at the output level is presented below.

**i) Breaches of the Leadership Code investigated and completed:** The Inspectorate of Government (IG) concluded 279 (out of 100 planned) investigations into breaches of the Leadership Code. Of these, 17 involved false declarations, while 262 were related to non-declarations. The investigations led to several recommendations, including the recovery of Ug shs 43.3 million and the prosecution of 17 cases at the Leadership Code Tribunal (LCT). This overperformance was driven by the 2022 Leadership Code Act, which broadened the scope of offenses to include non-declaration. As a result, the target will be revised in FY 2024/25.





**ii) Verifications of leaders' assets and liabilities conducted:** The IG conducted verifications on 819 (out of 800 planned) declarations regarding the incomes, assets, and liabilities of leaders. Out of these, 219 were physical verifications and 600 were electronic verifications. In all the physical verifications, the leaders' assets were found to be commensurate with their known sources of income.

**iii) Compliance rate of 95% of leaders and public officials' declarations received by IG:** By 30<sup>th</sup> June 2024, the Inspector General received 1,350 declarations of income, assets, and liabilities from new leaders and those who provided valid reasons for late submissions. In total, 27,758 declarations were received out of an anticipated 32,617, resulting in a compliance rate of 85.1% among leaders.

**iv) Ombudsman complaints handling system in 20 MDALGs Improved:** The Inspector General facilitated the re-establishment of grievance handling mechanisms in 10 (out of 20 planned) DLGs, specifically in Kumi (2), Hoima, Iganga, Masindi (2), Mityana (2), Tororo, and Isingiro. For example, in Hoima District; common complaints were related to environmental degradation due to oil activities, land evictions, and poor infrastructure development. Hoima District established a grievance redress mechanism, supported by the Environmental Monitoring and Compliance Department. Complaints were filed both at district offices and via a toll-free number.

In Masindi District, complaints mostly involved issues in local health services, including drug shortages and corruption in public procurement. Masindi District operates a citizen complaints desk at the district headquarters, where issues are reported and logged manually. Effective grievance mechanisms help in resolving conflicts at the local level, reducing the potential for disputes to escalate. Institutions now actively manage grievances internally, addressing minor issues themselves rather than escalating them to the IG, allowing the IG to focus on more significant matters.

**v) Systems procedures and practices of MDALGs reviewed and recommendations made:** These reviews aimed to improve efficiency, transparency, and accountability within government institutions. The IG completed 9 (out of 10 planned) system reviews at various institutions. The reviews were conducted at KCCA, Uganda Development Bank, and Makerere University Business School (MUBS). Other institutions reviewed included the Ministry of Water and Environment, Makerere University, the National Social Security Fund (NSSF), the NGO Bureau, and the districts of Kalangala and Gomba. These assessments focused on financial management, service delivery, policy implementation, and governance practices.

KCCA's financial systems were reviewed following reports of delays in budget execution, which affected infrastructure development projects such as road repairs and drainage improvements. It was recommended that KCCA streamline its budget allocation process by integrating its internal systems with the National Budget Management System to prevent underutilization of funds.

Kalangala District faced issues in collecting local revenue from island-based businesses, especially fisheries. IG recommended that the district adopt digital revenue collection methods particularly for the tourism and fishery sectors to improve efficiency and accountability.

**vii) A total of 560 Ombudsman investigations conducted:** The IG concluded 636 investigations into Ombudsman complaints in MDAs (135) and LGs (501). Of these, 22 cases were resolved through Alternative Dispute Resolution (ADR) mechanisms. As a result of these investigations and ADR resolutions, a total of Ug shs 5.27 billion in unpaid employment benefits was paid to individual complainants, while Ug shs 4.27 billion was committed for future payment.



The IG's investigations focused on improving governance, ensuring accountability, and promoting transparency. Cases involved issues such as the mismanagement of public funds, procurement irregularities, and ethical violations by public officials. The type of cases included; corruption in public procurement, embezzlement, and abuse of office among others.

**viii) Project:1704- Local Government Revenue Management Information System (LGRMIS):** The planned outputs under the project included; i) Rollout of Local Government Revenue Management Information System to 40 (forty) Local Governments i.e. Divisions, Headquarters, Town Councils, and Sub Counties; ii) Installation of Local Area Network in the LGRMIS 40 sites undertaken; iii) At least 185 staff of LGRMIS beneficiary Local Governments trained.

The approved budget was Ug shs 11.160 billion, all of which was released, and Ug shs 10.706 billion (96%) was expended by the end of FY2023/24. The physical performance of outputs under the project is presented below.

- ***Rollout Local Government Revenue Management Information System((LGRMIS) to 40 Local Governments i.e. Divisions, Headquarters, Town Councils, and Sub Counties:*** Through the Ministry of Local Government, the LGRMIS was successfully rolled out to 32 (out of the planned 40) sites across 8 LGs: Wakiso, Kyotera, Lwengo, Kazo, Kiryandongo, Sembabule, Kasanda, and Lyantonde districts. Each site received ICT supportive equipment, including 2 desktops, 2 laptops, 2 mobile phones, 2 mobile printers, 2 barcode scanners, 2 backup batteries, 1 inverter, and 1 internet router.

Revenue collection across districts revealed that Lyantonde led with Ug shs 26.502 billion, while Sembabule recorded the lowest at Ug shs 0.684 billion. In Wakiso district, revenue increased significantly from Ug shs 2 billion in FY 2015/16 to Ug shs 8 billion in FY2022/23.

Additionally, the ease of doing business improved significantly, reducing the time for paying LG levies from 3 days to 5 minutes, and bank reconciliation time from 3 months to one day. The increase in revenue mobilization was at 30% against a target of 35%.

- ***Installation of Local Area Network in the LGRMIS 40 sites undertaken:*** The MoLG aimed to improve service delivery and revenue collection through the LGRMIS. A key component of this upgrade was the installation of Local Area Networks (LANs) in 40 Local Government sites to enable seamless operation of the LGRMIS.

In Hoima district, the installation of the LAN facilitated faster communication between the district headquarters and sub-county offices, significantly improving coordination in revenue management activities. In the district of Masindi, the implementation of LGRMIS streamlined the collection of local taxes, market fees, and property rates, which were previously prone to mismanagement. This has resulted in faster processing of local government revenue and enhanced service delivery.

- ***At least 185 staff of LGRMIS beneficiary Local Governments Trained:*** A total of 185 staff members were trained on the e-LogRev system. The training focused on key areas such as system maintenance and revenue administration, which are essential for the effective operation of the LGRMIS. With better understanding and enhanced skills, staff can optimize revenue collection, ensuring that LGs have the necessary funds for public services and development projects.



**ix) Disciplinary cases (95%) received and concluded within a financial year:** The Public Service Commission (PSC) received 37 disciplinary cases and 35 cases were concluded within the financial year under review, of which 16 were being processed. As of June 30, 2024, 11 cases had been resolved, and 8 disciplinary cases concluded. The types of cases included absenteeism, negligence, corruption, insubordination, and misconduct. These cases originated from the Ministry of Internal Affairs (2), the Office of the Prime Minister (3), the Ministry of Public Service (2), and the Ministry of Local Government (1).

For example, in the Office of the Prime Minister, a senior official was implicated in the misappropriation of funds intended for disaster management. These funds, meant for purchasing relief items for flood victims, were diverted for personal use. Following an investigation by the PSC, the official was ultimately found guilty of embezzlement.

In the Ministry of Local Government, a senior procurement officer was found guilty of collusion in awarding tenders for the construction of local government offices in districts such as Wakiso and Mukono. The officer was accused of accepting bribes from contractors to influence the tendering process. After a thorough investigation by the PSC, the officer was suspended, and the contracts in question were nullified.

**x) Appeals of District Service Commission decisions (DSCs) handled:** The appeals process is a critical function of the PSC, allowing public servants to contest disciplinary decisions made by DSCs or other local government bodies. The appeal cases generally arise from the following: Unfair Dismissals, disciplinary sanctions (demotions, warnings, salary reductions), allegations of Misconduct, and corruption charges.

By the end of the financial year, the PSC successfully processed a total of 17 appeals submitted from DSCs, achieving a 100% handling rate. The appeals addressed cases from various districts, including Abim, Kamuli, Buikwe, Mityana, Iganga, Bundibugyo, Kaliro, Ntungamo, Fort Portal City, Kyenjojo, Jinja, Bukwo, Kalungu, Masindi, Amuria, Bugweri, Kasese, and Karenga. Analyzing these appeals can reveal common issues or errors in DSC decisions, providing valuable insights that can inform improvements in policies and processes, ultimately helping to reduce the number of future appeals.

For example, in one case, a sub-county chief in Kyenjojo district appealed his demotion, which stemmed from allegations of mismanagement of funds allocated for local development projects. He argued that the disciplinary process was flawed due to insufficient evidence. However, the PSC conducted an independent review and found clear evidence of mismanagement, although the disciplinary process did not fully adhere to due process standards.

In another instance, a headteacher in Kaliro district appealed his dismissal for negligence in handling funds intended for school infrastructure improvement. He contested that the District Service Commission failed to conduct a proper investigation. Upon review, the PSC concluded that the headteacher was indeed negligent and upheld the dismissal as justified.

## Challenges

- 1) Human resource departments in Local Governments have limited capacity to coordinate and supervise the implementation of client charters.
- 2) Lack of deep understanding of the Balanced Score Card amongst staff in local Governments





## Conclusion

Overall, the sub-programme achieved significant progress toward its intended outcomes, with a performance rate of 75%. This progress includes the establishment of enhanced accountability frameworks, improved performance monitoring, increased transparency, and strengthened oversight. However, challenges such as data management issues and resource constraints hindered the complete realization of some outcomes. Effectively addressing these challenges will further align the outcomes with the sub-programme objectives and enhance overall performance in strengthening accountability.

## Recommendations

- 1) The MoLG in collaboration with MoPS should develop targeted training programs for HR departments on the client charter principles and supervision to streamline enforcement of the client charters in LGs.
- 2) The Ministries of MoPS, MoLG, and MFPED should develop a continuous capacity-building program that goes beyond initial training sessions. This should include regular refresher courses, on-the-job training, and mentorship programs. At the policy level, a dedicated budget for ongoing training and capacity development in Local Governments focusing on strategic management and the BSC.
- 3) The Government of Uganda through the Ministry of ICT, MoPS, and MFPED should prioritize the expansion of digital infrastructure particularly in rural areas. This includes improving internet connectivity, providing necessary hardware, and ensuring the availability of reliable power sources for the E inspection tool enforcement.

## 3.3 Government Structures and Systems Sub-Programme

The sub-programme aims to streamline Government structures and institutions for efficient and effective service delivery. The intended outcomes under the sub-programme are; (i) Improved Efficiency of Service delivery structures of government, (ii) Improved alignment of employees' competencies and qualifications with job roles, (iii) Increased adoption of electronic document management systems, (iv) Improved Timeliness in implementing approved structures.

The sub-programme has three interventions, namely: 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. ii) Rationalize and harmonize policies to support public service delivery. The sub-programme interventions are implemented by the Ministry of Public Service.

### Financial Performance

The approved budget FY 2023/24 for the sub-programme was Ug shs 5.269 bn, of which Ug shs 4.977bn (94%) was released and Ug shs 4.918 bn (99%) spent by 30<sup>th</sup> June 2024. This was good release and absorption. Most funds were spent on allowances equivalent to Ug shs 2.478bn.

### Physical Performance

The overall sub-programme performance was fair at 62%. This was attributed to some planned outputs not aligning with the intended interventions and intermediate outcomes. The percentage of public officers whose qualifications and competencies are aligned with their jobs stood at 85% against the 100% target. Increase in the number of Government Institutions with structures responsive to their mandates and the National Development Plan III was at 80%

against a target of 100%. The percentage of staffing structures void of overlap and duplication stood at 70% against a performance target of 100%. This was attributed to the ongoing exercise of rationalization.

On a positive note, the accessibility of archival materials online improved significantly, rising from 5% to 23% and surpassing the target of 20%. This success reflects a concerted effort toward digitization and enhanced accessibility of archival resources.

There was increased compliance with Records Information Management (RIM) processes and standards by MDAs and LGs, improving from 56% to 61%. This achievement was attributed to the continuous support provided to government entities in setting up and streamlining RIM by MoPS. Table 3.3 gives an overview of detailed intervention performance, while sub-programme, intervention output, and intermediate outcome performance are in Annex 3.

**Table 3.3: Overview of the Interventions Performance as at 30<sup>th</sup> June 2024**

Intervention	Performance Status	Remarks
Review and develop management and operational structures, systems, and standards		Fair performance at 64%, however, some planned outputs were not in line with the intervention. and intermediate outcomes. The structures void of overlaps was at 70% as efforts to align the remaining structures with the rationalization objectives were ongoing
Rationalize and harmonize policies to support public service delivery		Fair performance at 54%. Although some planned outputs are in tandem with rationalization, they are not in line with the intervention on harmonization of policies.
Restructure Government institutions to align with new program planning, budgeting and implementation		Fair performance at 60%. However, the planned outputs were budgeted for under Review and develop management and operational structures, systems, and standards. A comprehensive restructuring was implemented across 31 votes, Approved structures and staff establishment data for 264 MDAs and LGs had been successfully uploaded onto the Integrated Personnel and Payroll System (IPPS).

*Source: Author's Compilation*

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

### 3.3.1 Review and Develop Management and Staff Structures, Systems, and Standards.

This intervention aims to optimize organizational structures, streamline processes, and ensure the adoption of best practices in service delivery. The implementing entity is the MoPS and key planned outputs for FY 2023/24 are presented in Table 3.4.

**Table 3.4: Intervention Planned Outputs for FY 2023/24**

No.	Planned Outputs
i)	Comprehensive restructuring of 4 Ministries, 8 Agencies, and 11 Local Governments.
ii)	Approved structures and staff establishment data for 56 MDAs and 35 LGs validated and uploaded to IPPS and HCM.
iii)	Structures for 18 Ministries and 69 Agencies adjusted under RAPEX in line with Cabinet decisions.
iv)	Sensitization of three Service Commissions on the implementation of structures for rationalized Government Agencies.
v)	Technical support provided for the implementation of structures for 69 rationalized Government Agencies.
vi)	Technical support provided to 20 MDAs and 35 LGs in implementing approved structures.
vii)	PDM structures for 30 LGs reviewed and supported in implementation.
viii)	Training and professionalization of 20 management analysts in management services.
ix)	Engagement and sensitization of 19 regional hosting centers on establishing and operationalizing Service Uganda Centers.
x)	Establishment and operationalization of two Service Uganda Centers.
xi)	Review and monitoring of the performance of two service delivery systems (Civil Registration System, NIRA, and UNBS systems).
xii)	Assessment of compliance with RIM standards in 20 MDAs and 40 LGs, with technical support provided to address gaps.
xiii)	Records management systems set up in 5 MDAs and 35 LGs where they are lacking
xiv)	Reference services offered to 400 Public Officers and local & international researchers.
xv)	Establishment of an archive's library.
xvi)	Acquisition and preservation of valuable archival records from 14 MDAs and 6 LGs at the National Records Centre and Archives (NRCA).

Source: MoPS MPS FY2023/24

## Performance

The overall intervention performance was rated as fair at 64%, although some of the planned outputs did not fully align with the intervention and intermediate outcomes. Additionally, the achievement of structures without overlaps stood at 70%. This indicates that efforts were still underway to align the remaining structures with the rationalization objectives. The ongoing alignment process reflects a continuous effort to streamline operations and eliminate inefficiencies, although further progress is required to fully meet the intended goals. Detailed physical performance at the output level is presented below.

**Comprehensive Restructuring of 4 Ministries, 8 Agencies, and 11 Local Governments:** A comprehensive restructuring was implemented across 31 votes, including the National Lotteries and Gaming Regulatory Board, Mulago National Referral Hospital, and regional referral hospitals in Arua, Lira, Mubende, Kabale, Soroti, Mbale, Jinja, Entebbe, Masaka, Fort Portal, Mbarara, and Hoima. Additionally, it impacted critical units within the Ministry of Works and Transport, such as the Aircraft Accident and Incident Investigations Unit, the Civil Aviation Appeals Tribunal, and the East African Civil Aviation Academy in Soroti. The restructuring also extended to institutions like Hoima School of Nursing and Midwifery and local governments. These included; Kapelebyong, Bukedea, Sembabule, Napak, Kalenga, Ouke, Bundibugyo, and Moroto Districts, along with town councils like Ntenjeru-Kisoga, Katosi, Nakifuma-Nagalama, Namataba, and Kasawo. These reviewed changes are set for



implementation to improve efficiency, governance, and service delivery across the affected sectors.

**Approved structures and staff establishment data for 56 MDAs and 35 LGs on the Integrated Personnel and Payroll System (IPPS) and Human Capital Management (HCM) validated and uploaded:** By 30<sup>th</sup> June 2024, establishment data for 264<sup>11</sup> out of 91 MDAs and LGs had been successfully uploaded onto the Integrated Personnel and Payroll System (IPPS). This exceeding performance was largely due to the government's initiative to upgrade health facilities. Additionally, 84 newly grant-aided primary schools were taken over by the government and subsequently added to the IPPS.

Furthermore, organizational structures for five Town Councils of; Ntenjeru-Kisoga, Katosi, Nakifuma-Nagalama, Namataba, and Kasawo within Mukono District Local Government were developed.

Quotas for secondary schools in Jinja City and five DLGs of Kiryandongo, Rakai, Masaka, Kamuli, and Mpigi were updated on the IPPS and incorporated into the Human Capital Management (HCM) system.

**Structures for 18 Ministries and 69 Agencies under RAPEX adjusted and amended in line with the Cabinet decision and actual costs for implementation determined:** The structures for 14 out of the 18 Ministries and 60 out of 69 Agencies under RAPEX were adjusted and amended according to the Cabinet's decision. This was done primarily to reduce wasteful public expenditure and streamline Government operations, with the actual implementation costs also determined. As a result, the percentage of MDAs and LGs with structures aligned to their mandate was at 85% against a target of 100%.

**Three Service Commissions (Public Service Commission (PSC), Health Service Commission (HSC), and Education Service Commission (ESC) were sensitized on the implementation of Structures for the Rationalized Government Agencies:** Service Commissions (PSC, HSC, ESC) were sensitised on the Implementation Guidelines, Roles and Responsibilities, and the revised roadmap for staff recruitments related to RAPEX. This enhanced the commission members' understanding of their roles and responsibilities, resulting in more effective decision-making and execution of recruitment processes during the rationalization of agencies.

**Technical support on the implementation of structures for the sixty-nine (69) rationalized Government Agencies provided:** The target was adjusted to 60 agencies after the Cabinet dropped 9 agencies from the original scope. Support for implementing structures was given to 30<sup>12</sup> out of the 60 MDAs. Additionally, structures and job descriptions for 24 agencies, whose bills had been passed, were developed, reviewed, approved, and communicated for

<sup>11</sup> Obalanga, Akowa and Akore TCs in Kapelebyong DLG, (Busanza, Chahafi and Rubugiri) HC IVs, (Bohozi, Bukimbiri, Gasovu, Gateriteri, Iremera, Kagano, Kagezi, Muramba, Nteko, (Nyabihuniko, Nyakinama, Nyarubuye, Nyarusiza, Rwingwe, Maregamo and Nyakabande) HC IIIs in Kisoro DLG, (Acet and Palenga) TCs in Omoro DLG, Kongunga TC in Bukedea DLG, Kalaki HC IV and Otuboi TC in Kalaki DLG, (Kapsarur, Mutushet, Lwongon, Kapkoros, Brim and Amanang) SCs, (Suam, Kapnandi and Riwo) in Bukwo DLG, Karenga HC IV, (Labolangit, Kapedo, Kalimon and Kachelo) HC IIIs, (Nyamarunda TC, Kayanja and Kyakazihire) SCs, (Maisuka and Nyamarunda) HC IIIs and Kyebando HC IV in Kibaale DLG, Ntuusi TC in Sembabule DLG, Isunga, Kamuzora, Kicucuura, Kinyarugonjo, Nyabutanzi, Buhumuli, Galiboleka, Kanyabebe, Mairirwe, Nyakarongo in Kagadi DLG, Nsinze, Nangonde, Kibaale, Bugobi and ITCs; Bugobi, Kagulu, Kiwanyi, Mazuba, Nawaikona, and Kizuba SCs under Namutumba DLG

<sup>12</sup> Uganda Electricity Transmission Company LTD, National Councils for Persons with Disabilities, UNMA, AHPC, UNRA, UBTEB, UERB, UNMEB, EOC, UHRC, UNMC, MoW&T, MoEMD, MEMD, MoW&T, MoIA, MoW&E, MAAIF, NIRA, URSB, UNRA, URF, UCDA, DDA, NAADS, NARO, CDA, UEGCL and UNMEB.



implementation. This reflects significant progress in the rationalization process, ensuring these agencies have clear frameworks and roles for effective operation.

**Technical support provided to 20 MDAs and 35 LGs in implementing approved structures:** Technical support was provided to 138<sup>13</sup> (out of 20 planned) MDAs and 62<sup>14</sup> (of 35 planned) LGs in implementing approved organizational structures. The overperformance was attributed to the high demand for support from the Votes. The training and technical support enhanced the capacity of staff within these MDAs and LGs. Employees gained valuable skills and knowledge that enabled them to perform their duties more effectively and adapt to organizational changes.

**Parish Development Model (PDM) structures for 30 LGs reviewed and supported in implementation:** The activity aimed to assess whether the existing structures had the capacity to effectively manage the implementation of the PDM. The review focused on PDM structures in 14 (out of 30 planned) DLGs, including Kaliro, Rakai, Kumi, Soroti, Namisindwa, Ntoroko, Zombo, Kapchorwa, Masaka, Mpigi, Gomba, Kwanja, Oyam, and Busia Municipality Council (MC). The key findings indicated that most of these LGs had successfully recruited Parish Chiefs per the approved positions.

However, LGs struggled with limited financial and logistical resources affecting their ability to carry out PDM activities; There were no clear mechanisms for monitoring the effectiveness of PDM structures which made it difficult to evaluate.

**Twenty (20) management analysts trained and professionalized in management services:** The Objective of the training was to enhance the skills and knowledge of these analysts in public sector performance, governance reforms, organizational restructuring, and strategic management. All the 20 management analysts received training from the Chandler Institute of Governance in Singapore. The management analysts trained are expected to lead efforts to reengineer critical business processes in the Uganda Public Service.

**Nineteen (19) regional hosting centers engaged and sensitized on the Establishment and operationalisation of Service Uganda Centres:** A total of 19 regional hosting centers were engaged and informed about the establishment and operation of Service Uganda Centers. Key stakeholders and service providers from 8 MDAs and 3 DLGs, including the Office of the Prime Minister (OPM), Posta-U, Ministry of Finance, Planning, and Economic Development (MFPED), National Information Technology Authority-Uganda (NITA-U), and others, participated in the sensitization for the Kampala Regional Service Uganda Centre.

Further engagement and sensitization meetings were conducted with zonal hosting centers in various regions, including Moroto, Mbale, Tororo, Iganga, Jinja, Kabale, Rukungiri, Fort Portal, Mbarara, Masaka, Adjumani, Arua, Soroti, Lira, Gulu, Hoima, and Kasese. This initiative successfully raised awareness about the Service Uganda Centers, facilitating a better understanding of their purpose and functions as evidenced in Jinja, Mbale, Mbarara, Kabale, Soroti, and Fort Portal.

<sup>13</sup> IGG, OP, Soroti University, MoLG, Busitema University, Ntinda Vocational Training Institute, Uganda Anesthetic Officers Association, Gulu University, UCI, UPS, MoES, OPM, OP, MoW&T, MoH, MAAIF, MoGLSD, UHRC, UCI, OPM, MoWE, MoTWA, UHRC, MoLHUD, MFPED, Kawempe NRH, and Lira University, NLU, JSC, UNATCOM and UHESFUB; NPA, UFZA, UWRSA, UEOB Entebbe RRH, Hoima RRH. Fort portal RRH, Jinja RRH, Arua RRH and Hoima RRH, MoLHUD, NLU, JSC, UNATCOM and UHESFUB; NPA, UFZA, UWRSA, UEOB Entebbe RRH, Hoima RRH. Fort portal RRH, Jinja RRH, Arua RRH and Hoima RRH

<sup>14</sup> Busia MC, Budaka DLG, Ibanda MC, Jinja City, Hoima DLG, Kisoro DLG e.t.c



For example, in the Jinja district; after awareness sessions, there was a noticeable increase in the number of community members visiting the zonal hosting Centers for information and services. This suggested a growing recognition of the center's role in providing essential services.

In Mbarara district, as residents gained a clearer understanding of the services offered, there was an increase in service requests. People began to actively seek assistance for employment, health services, and education support, leading to a rise in both service requests and utilization rates.

**Two Service Uganda Centres established and operationalised** Two Service Uganda Centres were established and operationalized in Hoima and Kasese. The Hoima Center served 6,215 clients, while the Kasese Center served 2,507 clients. This high client turnout was primarily driven by the Uganda Registration Services Bureau (URSB) and the Parish Development Model (PDM), both of which significantly improved service accessibility. The proportion of commonly sought-after services accessible at the Service Uganda Centres (SUCs) was 84% against the 74% target.



**Left: Exterior and; Right: Interior of Hoima Service Uganda Centres**

Structural Designs and BoQs for the renovation, refurbishment, and remodeling of the Kampala Post Office building were finalized and submitted for approval. The moderate performance was primarily due to the failure to procure a contractor for the refurbishment and renovation of the Kampala Regional Service Uganda Centres as the necessary funds were not provided.

**Performance of 2 service delivery systems reviewed and monitored i.e. Civil Registration System, NIRA and systems under UNBS:** The Case Management System (CMS) used under the Directorate of Public Prosecution was monitored to streamline and improve the management of cases within the organization. The monitoring aimed at assessing the functionality, efficiency, and challenges of CMS in enhancing judicial processes and service delivery. The CMS is a critical tool used by DPP to track, cases, manage records, and streamline workflows within the judicial system. The key findings highlighted several improvements, including enhanced case tracking and reporting, timely and automated report generation that reduced manual paperwork, and faster compilation of case information for court submissions, leading to a reduction in case backlogs. However, challenges remain, such as technical issues and limited access in remote areas with poor internet connectivity, as well as training gaps in system usage and difficulties in integrating it with other judicial systems.

**Compliance with Records Information Management (RIM) standards in 20 MDAs and 40 LGs assessed and technical support provided to address the identified gaps:** The audit aimed to assess the current state of RIM practices and compliance levels, identify challenges, and provide strategic recommendations. Records Information Management systems were audited in 162 Votes (17<sup>15</sup> of 20 planned) MDAs and 145<sup>16</sup> (out of 40 planned) LGs. The overperformance was attributed to support from the MoLG under the Performance Improvement Programme.

The compliance with RIM standards varied significantly across different LGs and MDAs. Some institutions established robust records management systems, while others still struggled with adherence to RIM standards. The best practices were in the MoGLSD, MoLG, and Masindi District, while the struggling districts include; Kyegegwa, and Kikuube.

**Capacity of 250 Records Officers built-in records and information management:** The goal of this initiative was to build competency in managing government records and improve compliance with RIM standards to promote accountability, transparency, and efficient service



**L-R: Organised registry Hoima DLG; Poor record keeping in Kyegegwa DLG**

delivery. A total of 250 records officers in MDAs and LGs were trained in Records and Information management by MoPs. However, despite the training many records officers lack access to the necessary infrastructure for managing digital records such as computers, and scanners, this hinders their ability to apply the digital records management skills acquired during the training. For instance, in districts such as Lira, Nwoya, Omoro, Kikuube, Buliisa,

<sup>15</sup> Directorate of Ethics & Integrity, Ministry of Trade, Industry and Cooperatives & KCCA); Yumbe RRH; Universities (Mbarara University of Science & Technology, Kabale, Kumi, Busitema), Gulu, Lira, General Hospitals - Busolwe, Iganga, Nakaseke Masindi, Gombe & Kalisizo, Mityana, Kalaki, Kalangala and Gomba Kagadi)

<sup>16</sup> Butebo, Budaka, Ntungamo, Rubanda, Rukiga, Mubende, Kibaale, Mpigi, Kapelebyong, Napak & Katakwi; - Kasangati TC, Kakiri TC, Namayumba TC, Masulita TC, Katabi TC, Kajansi TC, Kyengera TC, Kasanje TC, Kibaale TC, Kapelebyong TC, Butebo TC & Budaka TC; Luuka, Kaliro, Buikwe, Kayunga, Ngora, Serere, Rubirizi & Sheema; Soroti City; Iganga MC, Mukono MC, Bushenyi-Ishaka MC; Kaliro TC, Luuka TC, Kayunga TC, Buikwe TC, Ngora TC Serere TC; Kyambogo; Pallisa, Mabale, Jinja, Lira, Kole, Dokolo, Mbarara, Lyantonde, Kyotera, Rakai, Kalaki, Kaberamaido & Kumi; Jinja City; Kumi MC, Pallisa TC



and Masindi, Local Government records officers still rely heavily on a paper-based system. Digitalization efforts remain minimal due to a lack of scanners and computers.

**Records management systems set up in 5 MDAs and 35 LGs where they are lacking:** This initiative aimed at modernizing records management practices, enhance information governance, and improve service delivery by digitizing and centralizing critical government documents. Records management systems were streamlined in 20<sup>17</sup> (out of 5 planned) MDAs and 20<sup>18</sup> (of 35 planned) LGs. The key activities were training and capacity building, implementation of digital systems development of policy frameworks.

In Hoima and Masindi DLGs, dedicated records management units were established, and electronic record systems were introduced. This initiative improved accountability and transparency by reducing document loss and enhancing retrieval capabilities.

**Reference Services offered to 400 Public Officers, Local & International Researchers:** This initiative aimed at supporting researchers, improving knowledge generation, and fostering informed decision-making in areas such as public policy, governance, and reforms.

The MoPS provided reference services to 470 researchers, including 324 individuals, 80 of whom were public officers, and utilized 545 files. Among the clients, 146 included students from Makerere University (8 PhD and Master's), Bishop Stuart University (37), and Gambia Nationals (2), along with 4 officers from organizations like the British Council (3) and Uganda Management Institute (UMI). Offering reference services improved researchers' access to valuable Government data and records. This also allowed academic researchers, and policy analysts to conduct more comprehensive research and data-driven research.

**Archives Library Established:** The system is designed to replace traditional physical archives with a modern digital solution, promoting efficiency and transparency in records management across the public sector. The MoPS established an Online Archives Library where 1,698 entries were captured and updated in the database. The establishment of an online archives system has had far-reaching positive effects across various MDAs as well as LGs.

For instance, in the MFPED, the system automated the archiving of budget reports and financial audits, enabling staff to easily search for and retrieve specific documents from any period. In the Masaka district, the implementation of online archiving reduced the need for physical storage space and associated costs. However, challenges remain, particularly the inadequacy of digital infrastructure in LGs.

**Valuable Archival Records Acquired from 14 MDAs and 6 LGs and Preserved at the National Records Centre and Archives (NRCA):** These records are critical for maintaining institutional memory, supporting governance processes, and promoting research. The MoPS acquired valuable archival from 34 entities, including 13<sup>19</sup> (of 14 planned) MDAs and 21<sup>20</sup> (of

<sup>17</sup> Mulago SWNH, National Council for People with Disabilities, National Council for Older Persons, National Youth Council, National Women's Council Kawempe NRH, Kiruddu NRH, Entebbe RRH, Industrial Court, Mulago NRH, Butabika NMRH, MoLHUD, MoFA, OPM, MoGLSD, DEI, MoPS, Uganda Wildlife Research & Training Institute, Kasese & Hoima RRH

<sup>18</sup> Butebo, Buwenge, Kakira, Kiryandongo, Kibaale & Kajansi); Sironko, Bugweri, Sheema, Buhweju; Mbarara City; Entebbe MC, Wakiso TC, Kasanje TC, Kakumiro DLG; Katakwi DLG, Lyantonde DLG, Kalaki DLG, Kalangala DLG, Gomba DLG; and Njeru MC.

<sup>19</sup> MoJCA- 4,826, MoPS-230, MoLG-52, OP-30, MoES-103, MoIA-42, MFPED-210, MoAAIF-372, MoH-170, MoLHUD-210, MoEMD-402, The Judiciary-120, LGFC

<sup>20</sup> Kanungu-57, Rukungiri-578, Mbarara-1,574, Lyantonde-94, Masaka-520, Rakai-522 & Mpigi-1,024; Cities: Mbarara-73 & Masaka-392; MCs: Kisoro-169, Kabale-41 & Rukungiri-28, Kumi (309), Nakasongola (378), Kiboga (984), Kabarole (829), Mubende (677), Butaleja (474), Kibaale (617) & Kanungu (283), and Kira M.C





6 planned) LGs. In FY 2023/24, the key archival records acquired were; Human resources and records on pension and payrolls, Government policy and legislative documents such as Acts of Parliament, records of project reports and evaluations, Land and Property records, and financial and budgetary documents. However, challenges persist due to incomplete records from Local Governments, a consequence of poor records management in the past. This has complicated efforts to create a complete and cohesive archive.

### 3.3.2 Rationalize and Harmonize Policies to Support Public Service Delivery.

The intervention aims to streamline existing policies, eliminate redundancies, and ensure that all public sector reforms are aligned with the national development goals. The planned outputs for FY 2023/24 included: i) Job descriptions and person specifications of 69 MDAs arising out of rationalization reviewed and developed; ii) Schemes of service for 16 cadres developed; iii) Technical support and guidance on Job Descriptions and Schemes of Service provided to 5 MDAs and 10 LGs.

#### Performance of the intervention

The overall intervention performance was fair at 54%. The planned outputs aligned with rationalization and restructuring; however, they did not correspond with the harmonization of policies. Furthermore, the MoPS did not conduct a comprehensive review of all existing human resource policies across MDAs to identify overlaps, redundancies, and inconsistencies, which is essential for effective implementation. The detailed status of output implementation is presented hereafter:

**Job Descriptions and Person Specifications of 69 MDAs arising out of rationalization reviewed and developed:** This review was necessitated by the need to align roles and responsibilities across MDAs with the government's strategic objectives and ensure staff are equipped with the necessary competencies to deliver their mandates. The job descriptions and person specifications for 59<sup>21</sup> out of the planned 69 MDAs with approved bills by Parliament were created. For example, in the Ministry of Water and Environment, Water Resource Management Officers, now have clearer responsibilities for environmental conservation, which has led to better project execution in rural water supply.

Additionally, there has been a reduction in redundancies and overlaps; for instance, the Uganda Investment Authority and Uganda Export Promotion had previously overlapping roles. Currently, 85% of public officers have qualifications and competencies aligned with their jobs, compared to the target of 100%.

**Schemes of Service for 16 Cadres Developed:** The development of Schemes of Service for all the 16<sup>22</sup> job cadres represent a crucial advancement in improving the professional framework and career development for different roles within the public service. One of the most significant impacts of the schemes of service is improved career progression leading to

<sup>21</sup> UNITE under MOES, MEACA, OPM, MoTWA, UWRTI, Department of Disaster Preparedness and Management, Directorates of Physical Planning and Engineering under Kampala Capital City Authority and Financial Intelligence Authority, Ministries of; Works and Transport, Education and Sports, Health facilities, Water and Environment, Trade, Industries and Cooperatives, Uganda Export Promotions and Free Zones Authority, Agriculture, Animal Industry and Fisheries, Lands Housing and urban Development.

<sup>22</sup> Management Analysts, Law Enforcement, Surveyors, Physical Planners, Vector Control, Physiotherapy, Ophthalmology, and Medical Imaging and Radiography Cadre, Ministry of Health Developed. These included Vector Control, Nutrition, Health Educators, Speech and Language Therapy, Occupational Therapy Environmental Health, Pharmacy, Occupational Health and Orthopedic cadres.  
Uganda Wildlife Authority, Local Government Finance Commission



higher job satisfaction. Public servants now have clearer guidelines on the requirements for promotion which has improved motivation and reduced attrition rates.

**Comprehensive Job Evaluation in the Public Service as a result of rationalization of Government undertaken:** A report detailing a thorough job evaluation in the Public Service, conducted as part of the rationalization process was produced and presented by MoPS and approved by the Sub-Cabinet committee.

The primary objective of the exercise was to streamline public sector structures, enhance operational efficiency, and ensure that job roles are aligned with the strategic goals of Government MDAs. One of the significant impacts of the job evaluation was the identification and elimination of role duplication across MDAs. The evaluation helped rationalise departments by merging overlapping roles and improving operational efficiency. For example, in the Ministry of Agriculture roles related to agricultural extension services were merged with research coordination functions to streamline service delivery.

**A framework for productivity measurement finalized and productivity indicators disseminated to the public service:** This framework aims to enhance performance, improve service delivery, and promote a culture of accountability and efficiency in the Public sector. The MoPS has made significant strides on the productivity measurement framework, and disseminated across key public institutions. MDAs have begun adopting specific productivity indicators. For instance, the MoH already integrated productivity indicators into hospital management, specifically tracking the doctor-patient ratio and service delivery in referral hospitals. While the framework was disseminated, many MDAs and LGs faced financial constraints limiting their ability to fully implement the necessary productivity measures.

**Technical support and guidance on Job Descriptions and schemes of service provided to 5 MDAs and 10LGs:** The objective of the technical support was to clarify roles and responsibilities, enhance career progression, and support organizational restructuring. Technical support and guidance on job descriptions (JDs) and schemes of service were provided to 41 Votes, including 22<sup>23</sup> (of the 5 planned) MDAs and 19<sup>24</sup> (of 10 planned) LGs. This support from the MoPS resulted in greater clarity of roles and responsibilities across MDAs and LGs, as well as improved career development opportunities.

For instance, the MoH experienced increased accountability and performance improvements. In the MFPED, staff involved in budget planning and execution now have clear performance indicators, facilitating easier tracking of their contributions to the national budget and fiscal planning processes. However, many LGs lack the human resource capacity to fully implement the new job descriptions and schemes of service, which slowed down the overall process.

### Challenge

- 1) **Misalignment of Planned Outputs and Intermediate Outcomes:** Many planned outputs did not align with the intended intermediate outcomes, undermining the overall effectiveness of the intervention. This misalignment creates a disconnect between the sub-programme's goals and the actual results achieved.
- 2) **Lack of Coordination in Policy Harmonization:** The planned outputs for harmonizing policies did not align with broader intervention strategies, leading to fragmented

<sup>23</sup> MoLHUD, PSC, MoES, HSC, MoH, OP, MoJCA, PSC, (JSC), Surveyors Registration Board, Association for the Orthopaedic Officers Cadre, and National Teachers College Unyama, IG, MoTIC, PSC, MoH, and MEMD, IGG, MoTIC, PSC, JSC, MoH, MoEMD

<sup>24</sup> Cities of Masaka , Arua, Mbarara and Districts; Masindi, Mpigi , Kiryandongo, Iganga, Kasese, Kazo, and Mbale. Municipalities; Lugazi, Busia



implementation efforts. This lack of coordination resulted in inefficiencies in policy execution.

## Conclusion

The sub-programme made significant strides in rationalizing public institutions to improve efficiency and service delivery, achieving an overall performance rating of 62%. Key successes included enhanced accessibility of archival materials and increased compliance with Records Information Management standards. However, challenges such as overlapping mandates, resistance to restructuring, and limited human resource capacity in Local Governments must be addressed to fully realize the programme's objectives and ensure sustainable improvements in public service delivery.

## Recommendations

- 1) **Alignment of planned outputs with intermediate outcomes:** The MoPS, and MoLG in consultation with NPA should conduct a thorough review of all planned outputs to assess their alignment with the intended intermediate outcomes. This review should actively involve key stakeholders to gather diverse insights and ensure that each output effectively contributes to the sub-programme's overall goals.
- 2) **Enhancing coordination in policy harmonization:** The MoPS should develop a structured framework for policy harmonization that clearly defines the roles and responsibilities of all involved MDAs. This framework should outline specific objectives and procedures for collaboration, reducing implementation fragmentation.

## 3.4 Strategic Human Resource Management Sub-programme

The sub-programme aims to strengthen the strategic human resource management function within the government to enhance service delivery. The lead implementing agencies for this sub-programme are the Ministry of Public Service (MoPS) and the Public Service Commission (PSC).

The intended outcomes are; (i) Improved Quality of the Civil Service, (ii) Improved efficiency and effectiveness in Payroll management in the Public Service, (iii) Improved effectiveness of performance and workplace dispute management systems, (iv) Improved affordability and sustainability of the pension scheme, (v) Improved integrity and work ethics, (vi) Improved talent management and retention in the public service, (vii) Improved efficiency & effectiveness in the management of the Teachers in the Public Service, (v) Increased adoption of electronic document management systems, (vi) Reduced cases of corruption in the Public Service, (vii) Improved recovery of illicitly acquired wealth, (viii) Increased public participation in the fight against corruption, (ix) Improved efficiency and effectiveness of anti-corruption systems, (x) Improved welfare and morale of UPDF soldiers, (xi) Improved quality of training programmes

The sub-programme consists of seven interventions and these include:

- 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.

### Financial Performance

The approved budget FY 2023/24 for the sub-programme was Ug shs 13.694 bn, of which Ug shs 11.973 (87%) was released and Ug shs 11.424 (95%) spent by 30<sup>th</sup> June 2024. This was a good release and absorption rate.

### Physical Performance

The overall performance of the sub-programme was fair, achieving a score of 65%. The performance at the intermediate outcome level showed mixed results. Very good performance was registered on the absenteeism rate, which decreased to 3%, surpassing the target of 5%, and the average record retrieval time, which improved to 10 minutes, exceeding the target of 16 minutes.

Good performance was observed on the alignment of salaries according to designated scales and timely salary and pension payments, with both achieving 70% of their respective targets. Fair performance was noted in reducing accumulated pension and gratuity arrears, achieving a 50% reduction against a target of 77%. The filling of advertised positions reached 70%, short of the 85% target. Additionally, strategic positions were filled with qualified officers at 70%, just below the 73% target. Furthermore, data consistency in Human Capital Management (HCM) reached 90% against a target of 100%, and 80% of staff accessed payroll within 30 days of employment, nearing the target.

In contrast, poor performance was registered on compliance with recruitment guidelines by service commissions, which achieved only 15% against a target of 75%, and the percentage of salaries aligned with the approved pay plan achieved only 18% compared to a target of 75%. The adoption rate of the automated Records Information Management (EDRMS) system was only 3%, significantly below the target of 35%, while the salary compression ratio stood at 1:24, compared to the desired target of 1:9.

At the intervention level, performance varied. Three interventions performed fairly, one achieved good performance, while two were not assessed. These unassessed interventions were budgeted for under the "Review and Develop Management and Staff Structures, Systems, and Standards" initiative within the Government Structures and Systems sub-programme, which includes the development and operationalization of an e-document management system. *Refer to Annex 4 for details of sub-programme and outputs performance.* The overview of the intervention's performance is shown in Table 3.5.

**Table 3.5: Overview of the Interventions Performance for FY 2023/24**

Intervention	Performance Status	Remarks
Undertake nurturing of civil servants through patriotic and long-term national service training		Fair performance (achieved 62 %of planned outputs). but due to financial constraints, a caravan approach was considered
Empower MDAs to customize talent management.		Fair performance (achieved 65% of the planned outputs). Technical support was provided to all MDAs and LGs in managing the decentralized wage, pension, and gratuity management by MoPS. However, implementation of the talent management strategy developed by the MoPS was minimal.
Roll out the Human Capital Resource Management System		Good performance (achieved 75% of outputs). The HCM was rolled out to 71 Votes, and 100 Entities were aligned to HCM templates, which reduced payroll irregularities
Develop and operationalize an e-document management system		EDRMS was rolled out in only 2 out of 10 MDAs. The MoPS was constrained financially to roll out to all the 10.
Design and implement a rewards and sanctions system		Rewards and Sanctions Committees were oriented in 50 Votes (16 of 10 MDAs and 41 of 40 LGs).
Review the existing legal, policy, regulatory and institutional frameworks		Fair performance (achieved 64%). The MoPS provided support supervision on the implementation of HR policies and procedures were provided to 73 Votes

*Source: Author's Compilation*

Detailed performance of the interventions is presented hereafter:

### **3.4.1 Undertake Nurturing of Civil Servants through Patriotic and Long-Term National Service Training**

This intervention aims to enhance professionalism and ethical conduct, instill a sense of patriotism, and update the skills and knowledge of public servants, ultimately strengthening public service delivery. Currently, 75% of public officers possess the appropriate skills, competencies, and mindset, falling short of the 85% target. This shortfall is primarily attributed to financial constraints affecting the planned training program.

The planned outputs for FY2023/24 were: i) E-learning platform and system at the Civil Service College enhanced to integrate new online training programmes ( in-house and from other entities); ii) Digital content for 12 online programmes for the existing curricula designed and delivered; iii) Conduct mandatory capacity building for 533 officers undertaken (Caravan); iv) communication & marketing strategy implemented through publicity enhancement interventions production and dissemination of branded publicity materials, 8 talk shows; v) collaboration & partnerships with eight (8) similar institutions & development partners established;

Other outputs included; vi) Strategic human resource management training for 150 human resource managers in the Public Service conducted; vii) HR analytics Curriculum designed and delivered as a mandatory course; viii) Mindset change programme developed and 400 public officers trained in mindset change (Caravan; ix) Fifty (50) officers trained in mainstreaming cross-cutting issues;





## Performance

Overall intervention performance was at 62%. Detailed output performance is presented below.

**E-learning platform and system at the Civil Service College enhanced to integrate new online training programmes (in-house and from other entities):** The platform expanded access to training for civil servants across Uganda, including those in remote areas, with courses on public service management, leadership, ethics, and procurement. To date, approximately 5,000 civil servants have benefited from various training modules, underscoring the platform's role in providing flexible, accessible, and cost-effective capacity building. ENABEL, the Belgian development agency, provided financial and technical support for this initiative.

**Digital content for 12 online programmes for the existing curricula designed and delivered:** The focus was on enhancing digital learning for civil servants through the Civil Service College to improve skills, productivity, and efficiency in public service delivery. Digital content for 12 existing curricula was developed with support from ENABEL. This included courses on leadership and management, public financial management, digital governance, climate change adaptation, and ethical public service. The digitized programs reached over 7,500 civil servants, significantly increasing participation compared to previous years.

**Conduct Mandatory Capacity Building for 533 officers undertaken (Caravan):** The performance target was met. A total of 533 officers were trained in all 4 regions and the focus areas of training were; public financial management, leadership and strategic management, records management, ethics and integrity, and customer service relations. A caravan approach focuses on taking training to different regions rather than civil servants traveling to a central location making it more inclusive and cost effective. By decentralizing the training, the caravan approach significantly improved participation with attendance rates above 90%.

**Communication & Marketing Strategy implemented through Publicity Enhancement interventions:** The strategy aims to enhance the visibility, reach, and effectiveness of the Civil Service College Uganda (CSCU) programs while ensuring that all stakeholders, including civil servants, government agencies, and the public are informed and engaged with the college's activities.

The MoPS promoted the services of CSCU in 17<sup>25</sup> districts. For example, in Gulu, CSCU collaborated with Radio Rupiny in Northern Uganda to run talk shows and radio adverts and a district workshop was organised for district heads; In Mbale district, CSCU launched a targeted social media campaign using Facebook and Twitter. Digital posters and short videos showing successful trainees from the region were widely shared. In Hoima district a stakeholder workshop was conducted. This outreach resulted in increased enrolment courses on oil and gas governance, printed brochures, and flyers distributed in Local Government offices.

**Collaboration & Partnerships with eight (8) similar institutions & development partners established:** Civil Service College Uganda (CSCU) partnered with all the planned eight institutions and development partners, including the Chandler Academy of Governance, Singapore to conduct an organizational diagnostic workshop. A draft Memorandum of Understanding (MoU) was also in place with the South African School of Government.

---

<sup>25</sup> Iganga, Bugiri, Namisindwa, Bududa, Manafwa, and Bugweri. In Western Uganda, outreach extended to the Municipalities of Kabale and Kisoro, as well as the DLGs of Kabale, Kisoro, Bundibugyo, and Ntoroko. In Northern Uganda, the marketing efforts included Gulu, Nwoya, Agago, Pader, and Kitgum



Additionally, CSCU collaborated with the United Nations Development Programme (UNDP) on the upcoming Spotlight II project, funded by the European Union, which focuses on gender and development.

ENABLE, has been a key development partner in enhancing the delivery of digital content. It also supported the Uganda Management Institute in delivering high-level leadership and governance training for civil servants, worked with the Uganda Local Governments Association (ULGA) to develop specialized training modules for local government officials, and collaborated with Makerere University Business School (MUBS) to create courses on public sector finance.

**Strategic Human Resource Management training for 150 Human Resource Managers in the Public Service conducted:** The performance target was met. The training aimed to improve HR practices, align strategies with organizational goals, and strengthen the overall management of human resources within the Uganda public sector.

A total of 278 (of 150 planned) officers received training in Strategic Leadership and Management, including 176 Human Resource Managers from the Public Service. Additionally, 37 top leaders from Fort Portal, Hoima, and Masaka cities were trained in this area, along with 51 leaders participating in tailor-made training programs. The use of the caravan approach to training is what supported the over-achievement in terms of numbers trained.

**Mindset change programme developed and 400 public officers trained in mindset change (Caravan):** The mindset change programme aims to transform attitudes and behaviours among public sector employees. This comprises awareness workshops, behavioural change sessions, mentoring, and coaching. A total of 576 public officers were trained in mindset change, exceeding the planned target of 400. The trainees included 40 officers from Soroti Regional Referral Hospital, 67 heads of Human Resource Management from MDAs, LGs, and public universities, 28 staff members and 22 Directors and Deans from Kabale University, and 37 political and technical leaders from Hoima, Fort Portal, and Masaka cities. Additionally, 199 newly recruited public officers from Gulu, 143 from Agago, and 40 from Namisindwa districts were also trained. The overperformance was attributed to the use of the caravan approach.

For instance, in Fort Portal City, the training focused on promoting innovation, particularly in developing new solutions for urban management, such as waste management.

**Fifty (50) officers trained in mainstreaming cross-cutting issues:** The target was successfully met. The training aimed to integrate critical cross-cutting issues such as gender equality, environmental sustainability, and disability inclusion into public service practices and policies. Core modules included gender mainstreaming and empowerment, as well as environmental sustainability. For example, in Mbale DLG, staff utilized the training to improve customer service practices in LG offices. In Jinja DLG, the planners used the training to develop new evaluation criteria for assessing the impact of public policies and programs on cross-cutting issues like gender equality and disability inclusion.

### 3.4.2 Empower MDAs to Customize Talent Management (Attract, retain and motivate public servants)

The planned outputs for FY 2023/24 were: i) Management of the Public Service wage bill, pension, and gratuity; ii) Implementation of the Public Service pension reforms; and, iii) Strategic Human Resource Management and Project 1682: Retooling of Ministry of Public Service.



## Performance of the intervention

The overall performance of the intervention was fair, with 65% of the planned outputs achieved. The MoPS provided technical support to all MDAs and LGs in managing decentralized wage, pension, and gratuity systems. However, implementation of the talent management strategy developed by MoPS was minimal. Further details on output-level implementation are presented hereafter.

## Management of the Public Service Wage Bill, Pension and Gratuity

The key targets under the output in FY 2023/24 included: i) Wage bill performance analysis and reconciliations undertaken for the entire service; ii) Guidelines on Management of Salary, Wage, Pension, and gratuity developed and issued to the entire service; iii) Recruitment Plans from MDAs and LGs consolidated and staffing levels for 100 Votes tracked; iv) National Emoluments Review Board established; v) Payroll Managers trained in Wage and Payroll Analysis in 100 LGS and 10 MDAs.

### i) *Wage bill performance analysis and reconciliations undertaken for the entire service:*

The wage bill as a percentage of total revenue showed fluctuations. It was 18% in FY 2021/22, increased to 20% in FY 2022/23, but declined to 12% in FY 2023/24. Despite the increase in the wage bill to Ug shs 7.384 trillion in FY 2023/24, the wage bill to total revenue ratio decreased as shown in Table 3.6.

**Table 3.6: Wage Bill Performance Over the Last Three Financial Years**

FY	Approved wage bill “BN”	Approved Budget Estimates “BN”	% Wage bill to Total Revenue
2021/22	5.533	29.910	18%
2022/23	6.376	32.500	20%
2023/24	7.384	60.275	12%
<b>Grand Total</b>	<b>19.293</b>	<b>122.685</b>	<b>16%</b>

Source: Budget Performance Reports-MFPED

Therefore, there is need for increased wage bill allocations, targeted recruitment in under-staffed sectors, integration of payroll systems, gender-inclusive policies, and succession planning.

### ii) *Guidelines on Management of Salary, Wage, Pension and Gratuity developed and issued to the entire service:*

The MoPS released guidelines on the management of salary, wages, pensions, gratuities, and other human resource issues on 1<sup>st</sup> July 2023.

### iii) *Recruitment Plans from MDAs & LGs consolidated and staffing levels for 100 Votes tracked:*

The recruitment plans, along with the budget for wages, pensions, and gratuities for the fiscal year 2023/24, were prepared and submitted to the MFPED where 120<sup>26</sup> (of 100 planned) Votes were monitored.

The public service workforce is at 366,574 employees across various sectors, with an overall staffing level of 55%, indicating staffing shortfall. Significant staffing shortages

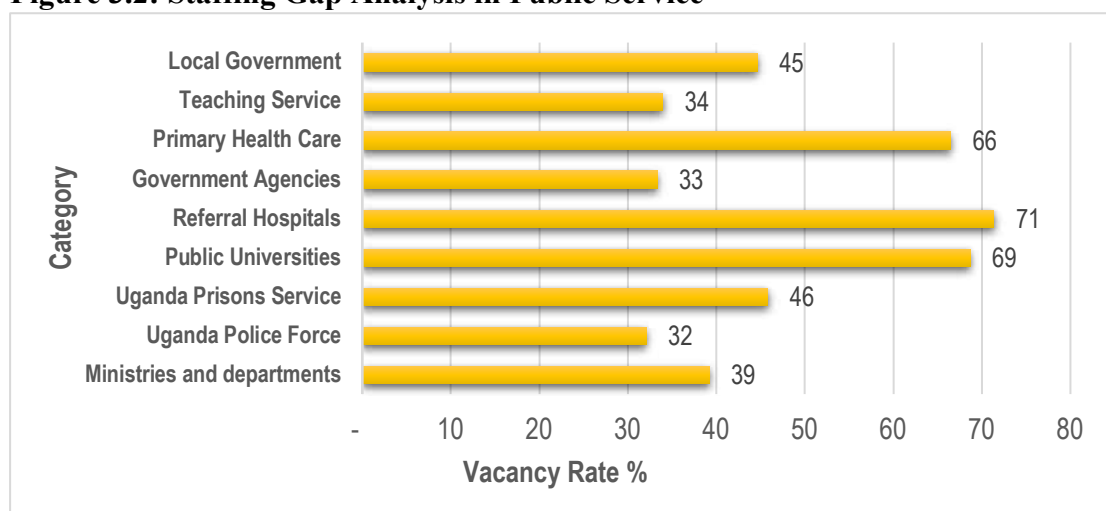
<sup>26</sup> Tororo DLG, Tororo MC, Manafa DLG, Bududa DLG, Namisindwa DLG, Mukono MC, Nabilatuk DLG, Katakwi DLG, Moroto DLG, Moroto MC, Napak DLG, Palisa DLG, Kumi MC, Kaberamaido DLG, Butaleja DLG, Namutumba DLG, Mayuge DLG, Kaliro DLG, Bugweri DLG, Namayingo DLG, Gulu DLG, Gulu City, Omoro DLG, Oyam DLG, Pader DLG e.t.c.



were noted in key sectors and votes like Public Universities (69% vacancy), Referral Hospitals (71% vacancy), and Primary Health Care (66% vacancy).

As of 30<sup>th</sup> June 2024, there were 135 DLGs, 10 cities, and 31 Municipalities on active Government payroll with 262,972 employees of which 58% were male and 42% were females. These included: Agricultural Extension Workers, Political Leaders, Chairpersons District Service Commission (DSC), Teachers and Health Workers as well as Traditional employees in Districts, Town Councils, Municipalities, and Cities (Figure 3.2).

**Figure 3.2: Staffing Gap Analysis in Public Service**



*Source: Mops- State of Human Resource Report 2023*

The analysis of the data indicates a staffing gap of 295,361 positions which translates into 45%. While some categories such as Uganda Police Force, teaching services, and Government Agencies, have recruited above the 65% threshold, others remain below the threshold. Referral Hospitals have the highest vacancy rate, with a gap of 71%, followed by Public Universities at 69%, Primary Health Care at 66 percent, and Uganda Prisons Service at 46%.

In Local Governments, out of the total 1,620 established key positions, 926 were filled in 2023, resulting in a 57% staffing rate and a 43% vacancy rate. There was a slight decrease in the number of filled positions, from 943 in 2022 to 926 in 2023. This suggests challenges in maintaining or improving the staffing levels for these roles.

while some improvements were seen in certain roles, the overall fill rate for critical positions in LGs remains below required levels, with significant vacancies and a notable sex imbalance in staffing. This suggests the need for enhanced recruitment strategies, gender equity initiatives, and retention programs to address the staffing challenges and improve the fill rates for these essential positions.

- iv) **National Emoluments Review Board established:** The MoPS developed a Regulatory Impact Assessment (RIA) regarding the establishment of the National Salary Body. Stakeholder consultations on this initiative were conducted. A cabinet memorandum concerning the establishment of the National Salary Body was also prepared.

- v) **Payroll managers trained in Wage & Payroll Analysis in 100 LGs & 10 MDAs:** A total of 568 Payroll Managers, including Human Resource Officers, Planners, Auditors, Accountants, and other Responsible Officers, were trained in Wage and Payroll Analysis across 100 LGs and 10 MDAs, covering 176 (out of 110 planned) votes. Additionally, 19 Human Resource Officers from LGs completed training in HR Analytics and received certification. The overperformance in training was attributed to the strategy of training multiple individuals per vote. This training resulted in more efficient and effective payroll and human resource management, contributing to the overall organizational efficiency, particularly evident in the districts of Kiryandongo, Mbarara, and Jinja.

As recommended by the special payroll audit report from the Auditor General, records of all suspected ghost public officers were submitted for deletion. Verification of partially and unverified public officers was also been conducted.

Under decentralized payroll management reform, despite receiving technical support and supervision from the MoPS in decentralized payroll management, irregularities continue to persist. These include shortfalls in wages, pension, and gratuity, primarily due to poor planning and budgeting, as well as a lack of quarterly wage analysis by Human Resource personnel. The wage shortfalls were particularly pronounced in districts that overrecruited beyond their wage capacity, such as Kabale, Namisindwa, Luweero, Nakaseke, Gulu, and Kikuube.

For FY 2023/24, Ug shs 10,630,216,960 was allocated for salary arrears. Of this amount, only Ug shs 1,940,408,284 (22%) was accounted for by the Central Government and Local Governments. Additionally, Ug shs 49,244,808,134 was designated for pension and gratuity arrears, with only Ug shs 5,886,755,243 (14%) accounted for by Local Governments and the Central Government. This left Ug shs 43,358,052,891 (88%) unaccounted for, as indicated in Table 3.7.

**Table 3.7: Accountability status on Salary, Pension, and Gratuity Arrears for FY 2023/24**

Arrears	Release (Ug shs) Bn	Accounted funds (Ug shs) Bn	Funds un Accounted for (Ug shs) Bn	% Accounted for	% unaccounted for
Pension & Gratuity	49.245	5.887	43.358	14%	88%
Salary	10.630	1.940	8.690	22%	82%

Source: MFPED, BPED

Regarding Early retirement, the data revealed a significant increase in the number of employees granted early retirement, rising from 443 in FY 2020/21 to 819 in FY 2022/23, an increase of 376 individuals. This trend indicates a growing number of public service employees opting for early retirement (Table 3.7).

**Table 3.7: Early Retirement in Public Service from FY 2020/21 to FY 2022/23**

Category	Financial Year		
	2020/21	2021/22	2022/23
Teachers	382	400	690
a) Primary Teachers	268	379	626
b) Other Teachers	114	21	64
Other categories	61	87	129
<b>Grand Total</b>	<b>443</b>	<b>487</b>	<b>819</b>
Sex			
Male	230	253	437
Female	213	234	382

*Source: MoPS- Human Resource Policy & Planning Department*

Notably, teachers, particularly primary teachers, make up the majority of those retiring early. Additionally, an estimated 5,000 employees are expected to seek early retirement in FY 2023/24.

**Implementation of the Public Service Pension Reforms:** Several key activities were undertaken to enhance the retirement process for public servants. The initiatives included a Training of Trainers (ToTs) program aimed at providing survival skills for retirement to 176 Human Resource Officers. In this program, experienced trainers mentored new trainers to ensure they became familiar with essential topics and skills. A comprehensive curriculum on pre- and post-retirement was also reviewed and disseminated, addressing the specific needs of those transitioning into retirement.

Additionally, significant efforts were made to reform the Public Service Pension Fund, which involved two consultations with the Parliamentary Committee on Public Service and Local Governments, as well as one consultation with the National Organization of Trade Unions regarding the proposed Bill. Furthermore, a cabinet memorandum outlining the proposed reforms to the Public Service Pension Scheme was prepared and submitted to the Cabinet Secretariat, along with the Draft Public Service Pension Fund Bill 2024.

**Strategic Human Resource Management:** the target was to: i) Technical support provided to 40 MDAs and 48 LGs on the development of Annual Capacity Building Plans.; ii) Guidelines on the professionalization of all cadres in Public Service disseminated to 80 MDAs.; and iii) A champion team on the professionalization of all cadres in Public Service trained in 40 MDAs; iv) Succession planning guidelines finalized and disseminated to 60 LGs and 30 MDAs.

Other included; v) Technical support to 40 MDAs and 60 LGs on the development of human resource plans provided; vi) Talent Management Framework finalized and disseminated to 30 MDAs and 60 LGs; vii) Knowledge Management Framework for Uganda Public Service developed; viii) Disseminate Collaboration Framework between the Ministry of Public Service and other Training Institutions to all Institutions; ix) Technical and Functional Support to 10 MDAs and 100 LGs on Wage, Pension, and Gratuity provided x) Fill vacancies declared within the year; xi) DLGs with fully constituted DSC, DLGs Commissioners trained as discussed; xii) Two (2) training sessions and support supervision provided to entities as discussed xiii) Commissions equipped with assistive devices; xi) Revised Interview assessment tools, and



Recruitment and Selection Guidelines in place: Key performance highlights are presented below.

- a) ***Technical support provided to 40 MDAs and 48 LGs on the development of Annual Capacity capacity-building plans:*** Technical support was provided to 40 MDAs and 48 LGs to develop Annual Capacity-Building Plans. The primary objective was to equip these entities with the knowledge, tools, and frameworks necessary for creating robust and aligned capacity-building strategies. The MoPS conducted technical supervision focused on capacity needs assessment and the formulation of capacity-building plans across 23 entities, including 7 out of 40 MDAs and 16 out of 48 LGs. Field findings indicated that most MDAs and LGs had developed and submitted Annual Capacity-Building Plans aligned with national priorities; however, financial constraints hindered their implementation.
- b) ***Guidelines on the professionalization of all cadres in Public Service disseminated to 80 MDAs:*** The Guidelines on the professionalization of all cadres in the Public Service were disseminated to all 80 planned MDAs. These guidelines aim to monitor the implementation of professionalization within parent ministries responsible for the professional development of personnel under their jurisdiction. Sectors such as Health and Education have already begun implementing these guidelines. Despite successful dissemination, the significant constraint was the insufficient budget allocation for Continuous Professional Development.
- c) ***A Champion team on the professionalization of all cadres in Public Service trained in 40 MDAs:*** A Champion Team dedicated to the professionalization of all cadres in the Public Service was trained across 40 MDAs. These teams are tasked with leading the implementation of professional guidelines and ensuring adherence to standardized qualifications, career progression, and ethical standards. Training conducted by MoPS increased awareness among public servants regarding the professionalization guidelines, prompting them to align their career plans and training with MoPS standards.
- d) ***Succession Planning Guidelines Disseminated to MDAs and LGs:*** The Guidelines were finalized and disseminated to 60 LGs and 30 MDAs. This critical human resource practice aims to ensure the continuity of leadership and key roles within institutions. The guidelines assist MDAs and LGs in identifying and preparing internal talent for future leadership roles, minimizing disruptions in service delivery caused by retirements. The MoH and the MFPED, along with Wakiso District LG, were leading the implementation efforts. Field findings revealed that many LGs and under-resourced MDAs struggled to allocate sufficient funds for the necessary training and development programs to prepare identified successors.
- e) ***Technical support to 40 MDAs and 60 LGs on the development of Human Resource Plans provided:*** The MoPS provided technical support for developing Human Resource Plans to 100 votes, comprising 23 MDAs and 77 LGs. The MoES leveraged MoPS support to create an HR plan focused on recruiting qualified teachers and offering continuous professional development. Wakiso DLG also actively utilized MoPS HR planning frameworks. Despite this support, significant capacity gaps in HR departments across LGs persist, limiting their ability to fully utilize the tools and guidelines provided by MoPS.



- f) ***Talent Management Framework finalized and disseminated to 30 MDAs and 60 LGs:*** The Framework was finalized, presented, and approved by the Top Management Team (TMT) before dissemination to all 90 targeted entities. For instance, the MFPED adopted the framework and developed specialized training programs for financial analysts and economists to enhance both technical expertise and leadership skills. This framework aims to streamline the identification, development, and retention of high-performing employees, ensuring public service institutions possess the necessary skills for effective service delivery.
- g) ***Knowledge Management Framework for Uganda Public Service developed:*** The Knowledge Management Policy and strategy were developed and disseminated by MoPS. This framework aims to enhance institutional memory, foster innovation, and improve decision-making and service delivery across MDAs and LGs. The Ministry of MoES and the MoH are leading the implementation efforts. While the knowledge management framework has yielded positive outcomes, some MDAs and LGs lack the necessary digital infrastructure to fully engage with knowledge-sharing platforms and access centralized knowledge repositories.
- h) ***Collaboration Framework disseminated between the Ministry of Public Service and other Training Institutions to all Institutions:*** The MoPS disseminated a Collaboration Framework to all training institutions via Circular Standing Instructions No. 4 of 2023. This framework established partnerships with several institutions. The Uganda Management Institute will develop customized programs for senior government officials. Kyambogo University will specialize in training for engineers and education professionals. The Civil Service College Uganda will offer in-service training for public servants. Makerere University Business School provides training in public sector management, business administration, and entrepreneurship for public servants. This partnership aims to enhance the professional competencies, leadership skills, and technical expertise of public servants to effectively address the evolving demands of government service delivery.
- i) ***Technical and Functional Support to 10 MDAs and 100 LGs on Wage, Pension, and Gratuity provided:*** The MoPS provided technical and functional support on wage, pension, and gratuity management to a total of 149 entities, including 11 MDAs and 138 LGs. This support extended to various institutions, including four referral hospitals, two universities, and the cities of Arua and Fort Portal.
- j) ***Vacancies filled and declared within the year:*** The Public Service Commission processed a total of 1,214 appointments during the year, covering various appointment types. These included 873 new appointments, 40 promotions, 170 other types of appointments, and 35 confirmations. Among these, 103 appointments were probationary, 7 were waived probation, and 20 were accelerated promotions. Additionally, one case of non-renewal of a contract was recorded.
- k) ***Training sessions and support supervision provided to entities:*** The Public Service Commission conducted 35 training and support supervision sessions, including 15 induction training. By June 30, 2024, mentoring was implemented in nine districts: Rukungiri, Ntungamo, Kisoro, Kitagwenda, Kamwenge, Kazo, Mbarara, Mbarara City, and Rwampara. Improved training has enhanced the quality of public services in the visited districts.





- l) **Commissions equipped with assistive devices:** The procurement process for a Braille embosser, translation software, and other assistive devices by the PSC faced significant challenges due to failure by PSC to secure another successor infrastructure development project. This hindered the acquisition of essential tools and the provision of necessary staff training.
- m) **Revised Interview assessment tools, and Recruitment and Selection Guidelines in place:** The Public Service Commission completed the revision of the interview assessment tools and the guidelines. The PSC developed 10 aptitude and 18 competence instruments for various positions, including specialists in work-based learning, training, grants, monitoring and evaluation, environmental concerns, and senior roles in administration, human resources, auditing, and project coordination. By June 30, 2024, 26 assessment tools were reviewed, followed by the evaluation of 5 sets of assessment questions.

**1682 Project: Retooling of Public Service:** The primary objective of this project is to enhance the work environment and improve staff performance through capacity building, provision of transport and office equipment, and installation and maintenance of ICT infrastructure. These efforts aim to strengthen human resource management, improve organizational effectiveness, and better align employee competencies with organizational goals.

For FY 2023/24, the approved budget was Ug shs 3.200 billion, however, only Ug shs 1.600 billion (50% of the budget) was released. A total of Ug shs 1.536 billion was spent, achieving a 96% absorption rate, leaving an unspent balance of Ug shs 0.064 billion. The majority of the funds, amounting to Ug shs 0.30 billion, were allocated to acquiring ICT hardware. The unspent balance resulted from delays in the planned renovation of the perimeter walls at the National Records and Archives Center (NRAC) and the Ministry Headquarters.

By 30th June 2024, significant progress had been made, including the installation of three online networked photocopiers, the procurement of 12 computers for new staff, two scanners for the Registry, and two network switches for the Local Area Network (LAN). The MOPs website was also upgraded, featuring a modern design and enhanced functionality. A backup system and server were installed, along with three duplex scanners, four Lenovo ThinkPad laptops, 12 desktop computers, a D-Link switch, three Kyocera printers, and other accessories. Additionally, a new server for the biometric attendance monitoring system was set up.

Office furniture was procured and distributed, including 45 conference chairs, 28 conference desks for the Assistant Secretary at the Civil Service College, 35 office desks, 25 orthopedic chairs, 30 executive visitor chairs, a cupboard, 10 four-drawer filing cabinets, 15 coat stands, and a coffee table. Renovation work was carried out on the Ministry's perimeter wall, ramp, and one-stop center. The Local Area Network at the green roof was also upgraded, with server maintenance, LAN analysis, and Wi-Fi security monitoring conducted at the headquarters, NRAC, and Civil Service College Uganda (CSCU).

### Challenges

- Procurement processes within the Ministry of Public Service are often delayed especially on office equipment, ICT infrastructure and furniture. These delays impact the timely purchase of equipment.





- Inadequate planning and a failure to prioritize retooling requirements result in funds being allocated to non-priority areas by the Ministry of Public Services (MOPs)

### Recommendations

- The MoPS should adopt e-procurement solutions to speed up the processes, improve efficiency and ensure timely acquisition of tool and equipment.
- The MoPs through the planning unit should strengthen planning mechanisms by aligning budget execution with clear strategic priorities particularly under strategic programmes.

### 3.4.3 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 to seamlessly integrate with other key Government ICT systems which include the Integrated Financial Management System (IFMS), National Identification System, Programme Budgeting System (PBS) and Payroll Management System.

The planned outputs for FY2023/24 were: i) Targeted HCM users in votes trained and HRs certified; ii) Stakeholder Engagement and Change Management conducted for employees and leadership in 88 Votes; iii) Employee master data, establishment and transaction data for 88 votes cleaned; iv) Early Life Support to 160 HCM sites; (v) Systems Implementation support sustained; vi) HCM rolled out to 88 LGs; vii) Functional and Technical Support provided to 100% problematic Votes; viii) a total of 88 LG structures aligned to HCM templates and uploaded.

### Performance of the interventions

The overall intervention performance was good at 75%, largely due to the completion of most planned outputs. The status of implementation is presented hereafter:

**Targeted HCM users in 88 votes trained:** The MoPS trained 105 Human Resources personnel, auditors, and accountants from 105 votes, surpassing the target of 88 votes. This overperformance was due to the inclusion of new government entities, such as the Uganda Tourism Board, Public Procurement and Disposal of Public Assets Authority (PPDA), and Uganda Registration Services Bureau (URSB), which requested onboarding to the Human Capital Management (HCM) system.

Field findings indicated a higher rate of rollout, adoption, and utilization of the HCM system across MDAs, and LGs, including the cities of Hoima and Mbarara, and districts like Mubende, Isingiro, and Kyenjojo.

**Employee master data, establishment, and transaction data for 88 votes cleaned:** Employee master data, establishment, and transaction data were cleaned for 100 votes, exceeding the target of 88 votes. Field findings in districts like Hoima and Mbarara revealed an accurate reflection of the number of positions and their statuses (filled or vacant), significantly improving workforce planning and budgeting.

In Mbarara City, the accuracy of transaction data enhanced financial reporting and accountability. The cleaning process also streamlined payroll management, reducing processing times and minimizing errors. Additionally, increased transparency and accurate

record-keeping boosted employee engagement, leading to better data accuracy, operational efficiency, and overall employee satisfaction.

**Early Life Support to 160 HCM sites:** Early life support was extended to 175 out of 160 sites that had already migrated to the Human Capital Management (HCM) system, exceeding the target. This support focused on payroll processing, module functionalities, and data capture and alignment. The overperformance was due to multiple channels established for consistent and reliable early life support, including weekly refresher training sessions, daily post-go-live support via WhatsApp, and an online service management tool.

However, the HCM system faced stability challenges, such as missing names, reappearing of transferred or deceased officers on the payroll, and underpayments. Additionally, some abolished positions, like nursing assistants, forest guards, and parish chiefs, were still reflected in the system, as evidenced in districts like Mityana, Kabale, and Ntungamo. Despite these challenges, the improved tracking and timely response mechanisms enhanced issue resolution, aiding HCM adoption and utilization.

**HCM rolled out to 100 Votes:** The HCM change management and readiness assessments were implemented in 71 out of 100 votes. The Human Resource Management modules automated within these votes included several key functions. These functions are establishment management control, human resource planning, recruitment, and payroll and deductions.

Additionally, the modules cover performance management, leave and absence management, disciplinary procedures, and retirement and pension management. Other areas include time and attendance, training and development, employee information management, employee life cycle management, self-service, and mobile applications, as well as grievance handling.



**HCM Training of Heads of Departments in Mukono District**

However, field findings from districts such as Nwoya, Kiryandongo, and Gulu City revealed several challenges. These districts were operating two systems concurrently: the Integrated Personnel and Payroll System (IPPS) and the Human Capital Management (HCM) system. This dual system approach arose because certain positions, including statisticians in the planning unit, senior radiographers, and agricultural extension workers, had not yet been migrated to HCM.

Additionally, issues of salary discrepancies and data inconsistencies persist. For instance, nutritionists are categorized as medical personnel but compensated as scientists in the HCM system, while district planners are classified at the U1 upper level instead of U1 scientists. These inconsistencies negatively impact the overall quality of HCM data.



**Functional and technical Support provided to 100% problematic Votes:** The MoPS identified HCM sites with recurrent system challenges that are underperforming and not meeting specific standards, particularly those experiencing delayed payments and backlogs. These sites were provided with the necessary support to address the issues.

The MoPS offered quarterly functional and technical support to all IPPS Regional Support Centres in 13<sup>27</sup> locations serving as hubs for neighbouring districts in need of assistance. They offered technical support in managing payroll calculations and dispatched monthly payment files to IFMS for votes still utilizing IPPS.

#### 3.4.4 Develop and Operationalize an E-document Management System.

The planned outputs were: i) Electronic Document and Records Management System (EDRMS) rolled out and operationalised in 10 MDAs. The implementing entity is MoPS. This was budgeted for under review and develop Management and Staff Structures, Systems, and Standards intervention under the Government Structures and Systems Sub programme.

**Electronic Document and Records Management System (EDRMS) rolled out and operationalised in 10 MDAs:** EDRMS was initiated in 2 out of the 10 planned MDAs, specifically in the Ministry of Trade, Industry, and Cooperatives (MoTIC) and the Kampala Capital City Authority (KCCA), as well as in several local governments. The source code for the EDRMS was successfully acquired, and a contract for ICT hardware and software solutions was signed between the Ministry of Information, Communications, Technology, and National Guidance (MoICT&NG) and Info Consult Ltd.

This rollout significantly enhanced the accessibility and retrieval of records in LGs. In districts such as Wakiso and Mukono, staff can now retrieve land titles and contracts in a matter of minutes, compared to the lengthy process of searching through physical files. In Mbale City, human resource records are now managed as per Uganda's service standing orders on record retention, making audits more efficient. Additionally, in Lira District, departments such as finance, education, and health can share documents like budget reports and performance evaluations electronically. The average turnaround time for record retrieval stands at 15 minutes, against a target of 16 minutes.

#### 3.4.5 Review the Existing Legal, Policy, Regulatory, and institutional Frameworks to standardize regulation and benefits in the Public Service

The planned outputs for FY 2023/24 were: i) Support supervision on the implementation of HR policies and procedures in 20 MDAs and 40 LGs provided; ii) Technical guidance on HR policies and procedures provided to all Votes that seek guidance; iii) All decisions of appointing authorities implemented; iv) Capacity of members of consultative committees in 20 MDAs 40 LGs built; v) All Grievances and complaints from Public Service Labour Unions and individuals handled; vi) Regulatory Impact Assessments conducted; vii) Public Service Negotiations and Consultative coordinated; viii) Regulations to Operationalize the Public Service (Negotiating, Consultative and Disputes Settlement Machinery) Act, 2008 developed.

#### Performance of the intervention

The overall intervention performance was fair at 64% however, the planned outputs are not in line with the intervention. Detailed output performance is presented below:

<sup>27</sup> Moroto, Soroti, Arua, Gulu, Mbale, Jinja, Kampala, Masaka, Kabarole, Hoima, Mbarara, Bushenyi, and Kabale





of 40 planned) LGs and 10<sup>30</sup> (out of 20 planned) MDAs. In the visited LGs, including Mbarara, Mityana, Mubende, Kabarole, Gulu City, Kyegegwa, and Nwoya, Consultative Committees were formed. However, no issues had been addressed, highlighting the need for increased engagement from community members.

### Challenge

1. Misalignment of planned outputs with the subprogramme objectives: The planned outputs and activities of the sub-programme did not align with its overarching objectives, which hindered the achievement of desired outcomes.
2. Insufficient Needs Assessment: The absence of a comprehensive needs assessment and evaluation of human resources policies within the public sector poses significant challenges.
3. Integration Issues in HCM: The failure to integrate certain staffing positions into the Human Capital Management (HCM) system resulted in discrepancies between actual staffing levels and those recorded in the system. This was particularly evident in the health and education sectors, where accurate staffing data is essential for operational effectiveness and service delivery.

### Conclusion

The sub-programme performance was rated fair at 64%. This achievement was attributed to the ongoing support provided to government entities in managing payroll, pension, and gratuity on a decentralized basis. Additionally, there was an automatic transition from active payroll to pension payroll in areas where the Human Capital Management (HCM) system was implemented.

### Recommendations

1. The MoPS in consultation with NPA should conduct a comprehensive review of the sub-programme's objectives and planned activities to ensure they are aligned.
2. The MoPS should conduct a comprehensive HR Policy Assessment to identify gaps and areas for improvement. Engage stakeholders in this process to ensure that policies address current workforce needs and align with best practices.
3. The MoPS should integrate all staffing positions into HCM particularly those in the health and education sectors. This could involve a phased approach to incorporate missing positions and regular audits to ensure that new positions are added promptly.

## 3.5 Decentralization and Local Economic Development Sub-programme

The sub-programme aims to deepen decentralization and citizen participation in local economic development. The implementing entities are MoLG, and MoICT&NG through the Uganda Broadcasting Corporation (UBC).

The intended outcomes are; (i) Improved commitment of government in financing the delivery of decentralized services, (ii) Improved fiscal sustainability of local governments, (iii) Improved communication and sharing of information on decentralization and local economic development outcomes, (iv) Improved sustainability of enterprises established under the parish model, (v) Improved livelihood and welfare of the parish model beneficiary Communities, (vi)

<sup>30</sup> MEACA, MoWE, UVRI, ButabikaRRH, Mulago Specialized Hospital, MoICT&NG, MoEMD, KawempeNRH, Entebbe RRH, MAAIF



Improved functionality and coordination of local economic development promotion institutional framework at Parish level.

The sub-programme has four interventions, namely: i) Strengthening collaboration of all stakeholders to promote Local Economic Development; ii) Increasing participation of non-state actors in planning and budgeting; iii) Operationalizing the Parish model; and iv) Building LG fiscal decentralization and self-reliance capacity.

### Financial Performance

The approved budget FY 2023/24 was Ug shs 21.662 bn, of which Ug shs 21.632 bn (100%) was released and Ug shs 21.607 bn (100%) spent by 30<sup>th</sup> June, 2024. This was a very good release and absorption performance.

### Physical Performance

The sub-programme performance was fair at 57%, largely on account of the successful popularization of the Parish Development Model (PDM) through media campaigns, the installation of Local Area Networks at Local Government Management Information System (LGRMIS) sites, and the review of the grants allocation formula.

However, the percentage of District Private Forums established in LGs was only 17%, falling short of the 100% target. Many local governments faced challenges in launching Local Economic Development (LED) initiatives due to budget constraints and capacity limitations, highlighting the need for additional training. The percentage of households in the Parish Development Model, beneficiary communities with viable income-generating enterprises stood at 40%, well below the target of 80%. Additionally, the increase in the utilization and access to local government content on the parish model reached 76%, compared to the target of 95%. While two interventions performed fairly, one was rated poor. *Refer to Annex 4 for details on sub-programme interventions and outputs performance.* The overview of the intervention's performance is shown in Table 3.8.

**Table 3.8: Overview of the Intervention Performance as at 30<sup>th</sup> June, 2024**

Intervention	Performance status	Remarks
Strengthening collaboration of all stakeholders to promote local economic development		Fair performance achieving 52% of the planned outputs. Although the LED Strategy was developed and districts sensitized, the lead teams were not functional in most LGs visited
Operationalize the parish model		Poor achievement of 42% as planned outputs were not in tandem with the intermediate outcomes
Build LG fiscal decentralization and self-reliance capacity		Fair (achieved 59%). The planned outputs did not align with the intervention.

*Source: Author's Compilation*

Details of performance for the four interventions are presented hereafter:



### 3.5.1 Strengthen Collaboration of all Stakeholders to Promote Local Economic Development

The implementing entity is the MoLG and the overall intervention performance was fair at 52% attributed to LGs supported to develop LED strategies.

The four planned outputs were: i) Established Public-Private Dialogue platforms or fora trained in 20 LGs; ii) LGs (20) supported to develop their Local Government LED Strategies across the; and iii) Monitoring of performance of LED Programmes/projects undertaken in 20 LGs (Cities, Districts and Municipal Councils) drawn from all regions; iv) Training of LED Investment Committees (LEDIC) undertaken in 20 LG selected from all regions to promote Local Investment and revenue generation.

#### Performance of the intervention

The overall intervention performance was rated fair at 52%, primarily due to the support provided to local governments in developing Local Economic Development (LED) strategies. The status of output implementation is outlined below:

**Established Public-Private Dialogue platforms or fora trained in 20 LGs:** The MoLG in partnership with the United Nations Capital Development Fund (UNCDF), trained 17<sup>31</sup> (of 20 planned) LGs to convene Public Private Dialogue platforms /fora for purposes of facilitating the adoption of PPPs. As a result, 3 LGs of Mpigi, Arua, and Gulu Cities were able to identify Public-Private Partnership projects whose feasibility studies were at approval levels by Public Private Partnership-Unit.

**LGs (20) supported to develop their Local Government LED:** The MoLG trained 29<sup>32</sup> of 20 LGs to develop their Local Government LED Strategies. The overachievement was attributed to the support from the United States Agency for International Development's Systems for Improved Access (USAID-SIA).

The LED strategies are meant to guide and provide LGs with an organized pathway for deepening economic decentralization by identifying priorities that would drive their local economies. However, in all visited areas, LED initiatives were found to be non-existent due to a lack of sensitization within the private sector regarding the importance of LED. While most districts had functional LED teams, budgetary constraints left them inactive.

**Monitoring of performance of LED Programmes /projects in 20 LGs (cities, districts, and municipal councils) drawn from all regions across the country undertaken:** The MoLG monitored development projects across 37 LGs, surpassing the initial target of 20. This included oversight of the Markets and Agricultural Trade Improvement Programme (MATIP) in 11 LGs such as Gulu, Kitgum, and Mbarara, and rural markets like Ndeiza-Rwampara.

Additionally, Agri-LED Project interventions were evaluated in 7 LGs, including Kabarole and Kasese, while LEGS project interventions were reviewed in 4 LGs such as Kyenjojo and Ntoroko. The MoLG also participated in a stakeholder workshop on Agri-LED implementation in Kamwenge District and monitored PDM performance in 10 LGs, including Namutumba and Iganga. Furthermore, the Northern Uganda Development of Enhanced Local Governance, Infrastructure, and Livelihoods (NUDEL) project interventions were assessed in 5 LGs: Gulu,

<sup>31</sup> Rubirizi, Sheema, Bushenyi, Pakwach, Nebbi, Nebbi, Municipality, Zombo, Arua City, Arua dlg Gulu city, Soroti, Soroti city, Pallisa, Ngora, Serere, Kibuku, and Mpigi

<sup>32</sup> Rukiga, Rukungiri, Rukungiri Municipality, Ntungamo, Ntungamo Municipality Bukedea, Kumi, Kaburamaido, Kalaki, Pallisa, Kibuku, Kaliro, Namutumba, Buyende, Luuka, Kamuli Municipality, Kamuli, Busia, Busia Municipality, Mayuge, Bwike, Njeru Namayengo, Katakwi, Amuria, Kapelebyong, Abim, Soroti city, Soroti



Amuru, Omoro, Kitgum, and Nwoya. Key issues identified included poor workmanship, contractor absenteeism, and delays in project timelines.

**Training of LED Investment Committees (LEDIC) in 20 LG selected from all regions across the country to promote Local Investment and revenue generation undertaken in all regions:** The MoLG conducted training for Local Economic Development and Investment Committees (LEDICs) in 34<sup>33</sup> out of the targeted 20 local governments, including Rukiga, Rukungiri, Kitgum, and Masaka, among others. The training focused on areas such as economic infrastructure management, project profiling, strategy development, and investment attraction to empower local governments to drive economic growth and create employment opportunities.

However, despite the establishment of these committees, no LED or Investment Promotion meetings or business activities had taken place since their creation. This inactivity was largely attributed to the committees' limited capacity in project profiling and development, which is essential for attracting investments. Districts like Ntungamo, Isingiro, and Rukiga, among others, particularly highlighted the need for further capacity-building support to enable the effective functioning of the committees and stimulate local economic development.

### 3.5.2 Operationalize the Parish Development Model

The planned outputs were; i) verification of PDM funds by Internal audit conducted in 20 LGs; ii) PDM popularized across the country; iii) A total of 100 Radio and TV talk shows on PDM conducted; iv) monitoring meeting exercises conducted.

#### Performance of the intervention

The Performance was poor at 42% planned outputs were not in line with the intervention. The performance of the planned outputs is highlighted below;

**Verification of PDM funds by Internal audit conducted in 20 LGs:** Verification Audits were conducted in 5 out of 20 targeted districts, namely Luwero, Kayunga, Sembabule, Nakasongola, and Mukono. In Nakasongola District Local Government (DLG), field findings revealed that 68 SACCOs were verified, collectively receiving Ug shs 68 million, with each SACCO allocated Ug shs 100 million. However, some members did not receive their funds due to issues with data capture, as the Wendi application failed to locate loan information, leading to a delay in fund disbursement.

**PDM popularized across the country using media campaigns, social media, promotional items and branding materials:** The MoLG conducted a nationwide awareness campaign on the PDM. The campaign included educating the public on the benefits and implementation of the PDM, ensuring that local communities are well-informed and can actively participate in the development process.

**Radio and TV talk shows on PDM conducted:** The MoLG conducted a total 20 of 100 planned Radio talk shows and TV shows in 5 regions across the Country.

**Monitoring meeting exercises conducted to review the performance of PDM in the sub regions:** A total of 4 of 20 planned monitoring meetings were conducted to review the performance of PDM in Jinja, Mbarara, Masaka and Fort Portal City.

<sup>33</sup> Rukiga, Rukungiri, Rukungiri MC, Ntungamo Ntungamo Municipality, Kitgum, Kitgum Municipality, Pader, Omoro, Lira, Kole, Dokolo, Amolatar, Pallisa, Oyam, Butebo Bushenyi, Rwampara, Shema, Shema MC, Rubirizi, Isingiro, Moroto, Napak, Nakapiripit, Katakwi, Amudat, Rakai, Kalungu, Masaka city, Masaka, Sembabule, Bukomansimbi and Moroto Municipality



### 3.5.3 Build Local Government Fiscal Decentralization and Self-reliance Capacity

The lead implementing agency is the Local Government Finance Commission (LGFC) and the Ministry of Local Government (MoLG).

The planned outputs for FY 2023/24 were: i) Grants allocation formulae and models reviewed; ii) Local revenue enhancement management plans produced and LG Technical Planning Committees capacities enhanced; iii) Activities in natural resources that have potential to generate local revenues for Local Governments finalized; Capacity of the Finance and Planning Officers to develop and implement revenue enhancement and management plans in the selected 30 urban councils built; x) Local Government Revenue Management Information System (LGRMIS) roll out monitored in 40 sites.

#### Performance of the intervention

The overall intervention performance was fair at 52%, largely attributed to the support provided to LGs in developing local revenue enhancement management plans aimed at improving revenue generation and collection. Detailed output performance is highlighted below:

**Grants Allocation Formula Reviewed:** The grant allocation formulae were reviewed to evaluate their adaptation to socio-economic shocks. These formulas considered both vertical and horizontal allocations in response to various challenges, including COVID-19, inflation, population growth, disasters, and the influx of refugees. The goal of this adaptation was to enhance the resilience and responsiveness of the education, health, and water sectors. Additionally, this approach ensured that inclusivity was prioritized in the conditional and unconditional grants provided to LGs.

**Local revenue enhancement management plans produced and LG Technical Planning Committees capacities enhanced:** The Local Government Finance Commission's (LGFC) local revenue enhancement management plans have significantly impacted the financial stability and sustainability of LGs in various districts. By refining revenue planning and forecasting, these plans facilitated better budget formulation in districts like Ngora, Namutumba, and Mbale City. Consequently, the uptick in revenue enabled LGs to improve public services, including education, healthcare, and infrastructure.

#### Challenges

- 1) **Inadequate Sensitization on Local Economic Development (LED) initiatives:** The lack of awareness-raising efforts targeting private sector stakeholders hindered the implementation of LED initiatives. This resulted in the scarcity of projects aimed at promoting economic growth. Without a clear understanding of the benefits of participation, private stakeholders remain disengaged, which limits investment opportunities.
- 2) **Limited Capacity of LED Investment Committees:** Training for Local Economic Development Investment Committees (LEDICs) did not create any significant change, as the committees failed to hold meetings or initiate business activities. Their limited capacity in project profiling and development restricted their ability to attract investment and foster local economic growth.
- 3) **Inequitable Revenue Distribution:** Although inclusive grant allocation aims to promote equitable development, it may not adequately address disparities among local

governments, resulting in imbalanced resource distribution. This inequity hampers development in less favoured areas.

## Conclusion

The overall performance of the sub-programme was fair at 57%. This rating reflects the fact that many planned outputs did not align with the intended interventions and objectives designed to deepen decentralization and enhance citizen participation in local development. This misalignment was largely attributed to a limited capacity to comprehend and implement the intervention's objectives effectively. However, notable achievements included the nationwide promotion of the Parish Development Model (PDM) through media campaigns, the installation of Local Area Networks at Local Government Revenue Management Information System (LGRMIS) sites, and the automation of local revenue collection in urban councils. Additionally, the review of the grant allocation formula contributed to these successes.

## Recommendations

- The MoLG and LGFC should conduct targeted awareness campaigns tailored to private sector stakeholders, highlighting the benefits of participation in LED initiatives. Deliberate efforts should be undertaken to collaborate with local business associations to facilitate outreach and to demonstrate the value of engagement.
- The LGFC and MoLG should enhance capacity-building initiatives by providing continuous training and mentorship for Local Economic Development Investment Committees (LEDICs) to enhance their skills in project profiling and investment attraction.
- The LGFC and MoLG should conduct comprehensive needs assessments for local governments to inform Equitable Grant Allocation: grant distribution. Develop tailored funding models that address regional disparities, ensuring that less favoured areas receive adequate resources to promote balanced economic development.

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

This sub-programme contributes to objective to 5 of NDP111 which aims to increase transparency and eliminate corruption in the delivery of services. The intended outcomes under this objective are; (i) Increased intersystem sharing of personal data within government institutions, (ii) Increased access and integration of public services, (iii) Efficient operational and Management systems, (iv) Increased voluntary tax compliance, (v) Increased domestic tax collection, (vi) Improved efficiency and effectiveness of e-services and (vii) Reduced costs of service delivery. Increased ICT coverage, (viii) Improved accessibility to public information, (ix) Improved communication and sharing of information on NDPIII implementation, (x) Increased awareness about public services and impact of social economic development, (xi) Increased Listenership and viewership of the public services broadcaster, (xii) Skilled MDA staff in digital content collection, development (programming), broadcasting, and preservation.

The execution of the sub-programme is primarily done by five key entities: The National Identification Registration Authority, the Ministry of Public Service, the National Information Technology Authority Uganda, the Ministry of Information and Communications Technology, and the Uganda Broadcasting Corporation. The sub-programme consists of three interventions,



namely: i) Re-engineer Public Service Delivery Business Processes; ii) Design and implement an electronic citizen (e-citizen) system; and, iii) Improve access to timely, accurate, and comprehensible public information.

### Financial Performance

The approved budget FY 2023/24 was Ug shs 3.52bn, of which Ug shs 3.434 bn (98%) was released and Ug shs 3.210bn (93%) spent by 30<sup>th</sup> June 2024. This was a good release and absorption.

### Physical Performance

The performance of the sub-programme was fair, achieving only 52.3%. This dismal performance was primarily due to misalignment between some planned outputs and the intended interventions and intermediate outcomes. Additionally, many outputs were budgeted for under the Government Structures sub-programme, which focuses on reviewing and developing management and staff structures, systems, and standards.

The assessment of outcome indicators revealed a range of performance levels. Notably, the number of MDA systems interfacing with the National Identification Register (NIR) demonstrated very good performance, achieving 53.7% against a target of 50%. Additionally, client satisfaction with information accessed through institutional websites was recorded at 87%, slightly under the target of 88%.

However, several indicators fell into the fair performance category. Beneficiary satisfaction with e-services provided through the National Backbone Infrastructure (NBI) was at 80%, below the target of 90%. Compliance with ICT-related laws and standards stood at 65%, against a target of 75%. Furthermore, knowledge of the population regarding public services was 67%, compared to a target of 70%, while the percentage of government services provided online was 62%, against a target of 72%.

In contrast, the poor-performing indicators included; the availability of high-quality digital content for the implementation of the National Development Plan III (NDP III) which had only 22%, significantly below the target of 50%. Similarly, compliance with media quality management standards for published information reached only 80%, falling short of the 90% target. All interventions exhibited fair performance. *Refer to Annex 6 for details of the sub-programme, intervention, and output performance.* An overview of intervention performance is shown in (Table 3.9).

**Table 3.9: Overview of the Interventions Performance as at 30<sup>th</sup> June, 2024**

Intervention	Performance status	Remarks
Re-engineer Public Service Delivery Business Processes		Fair (achieved 50%). The MOICT&NG developed a key performance indicators dashboard for the consolidation of baseline and performance data
Design and implement an electronic citizen (e-citizen) system		Fair (achieved 50%). NIRA facilitated information sharing from the National Identification Register (NIR) with all MDAs for authentication and verification services via the Third-Party Interface (TPI)
Improve access to timely, accurate and comprehensible public information		Fair (achieved 57%). The MOICT&NG created short documentaries that showcase Government Programs. However, most planned outputs were not in line with the outcome indicators.

*Source: Authors' Compilation*

Detailed performance of the interventions is discussed hereafter:

### 3.6.1 Re-engineer Public Service Delivery Business Processes

The lead implementing entities for the sub-programme are; the Ministry of Public Service (MoPS) and the Ministry of Information, Communication Technology, and National Guidance (MoICT&NG). However, the planned outputs for MoPS were budgeted under the Government Structures and Systems sub-programme, specifically under the intervention of Reviewing and Developing Management and Staff Structure Systems and Standards.

The planned outputs for FY 2023/24 were: i) MDAs with functional and operational ICT function; and, ii) Review and re-engineered four (4) systems in Government Institutions undertaken.

#### Performance of the intervention

Performance was fair at 50%, however, most planned outputs were budgeted for under the Government structures sub-programme under review and developed management and staff structures, systems, and standards intervention. Detailed output performance is presented below:

**MDAs with functional and operational ICT function:** A review and assessment of e-learning platforms in higher education institutions, specifically at Mbarara University, Kabale University, and Ankole Western University, was conducted by the Ministry of ICT & National Guidance. This evaluation was supported by six MDAs: The MoES, the Ministry of Water and Environment (MWE), the Ministry of Works and Transport (MoWT), the Ministry of Energy and Mineral Development (MEMD), the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), and the Ministry of Lands, Housing and Urban Development (MoLHUD). These MDAs played a pivotal role in the implementation of E-Governance frameworks, including the development of business continuity plans and cybersecurity strategies.

**Review and re-engineered four (4) systems in Government Institutions undertaken:** The MoPS undertook a review and re-engineering of four systems in government institutions, specifically focusing on enhancing efficiency in government business processes. The systems



targeted for re-engineering included; the Agricultural Chemicals Control System under the MAAIF, the Contracts Management System under the MoWT, the Rural Water Supply and Sanitation System under the MWE, and the Marriage Registration System under URSB.

Among these, two systems were sampled for detailed analysis. For instance, the re-engineering of the Marriage Registration System involved significant automation of key processes such as application submission, data entry, verification, and certificate generation. This automation reduced human error and minimized processing time. Additionally, the registration process was optimized, and the system was integrated with other platforms, such as the national identification system, to facilitate automated data verification and mitigate fraud.

Before the re-engineering, registration applications typically took 2 to 3 weeks to process due to manual handling, multiple approvals, and delays in data verification. However, with the introduction of automated workflows and digital verification, processing times have significantly reduced to just 2 to 3 days. This transformation has led to improved customer satisfaction, as the faster processing times have resulted in higher satisfaction rates among applicants and a notable decrease in complaints related to delays.

### **3.6.2 Design and implement an electronic citizen (e-citizen) system**

The intervention is implemented by the National Identification and Registration Authority (NIRA). The planned output was to enable the sharing of information in the National Identification Register (NIR), with all MDAs, and Private Sector institutions for Authentication and Verification services through the Third-Party Interface (TPI).

The overall intervention performance was fair, with 50% of the target achieved. By the end of FY2023/24, 83 institutions successfully accessed and verified 15,533,829 records from the NIR using the TPI. Notably, systems that frequently interfaced with the NIR included; the Human Capital Management (HCM) system, the Electronic Fiscal Receipting and Invoicing System, the National Social Security Fund (NSSF) system, the Uganda Registration Services Bureau, Electronic Document Management Systems, the Immigration and Passport Control System, E-Government Procurement, and Health Management Information Systems.

This integration has significantly reduced fraudulent practices, such as multiple land registrations and ghost employees on the government payroll. The National Identification Number (NIN) has been instrumental in identifying beneficiaries in the Social Protection Registry and tracking workers from employment to social security, thereby minimizing fraud and ensuring that benefits are directed to eligible individuals.

However, several challenges persist. Network and connectivity issues often lead to frequent breakdowns, exacerbated by differences in technology platforms. Additionally, data privacy concerns arise from the handling of sensitive personal information across different systems, raising critical questions about data protection. There are also cybersecurity risks, with vulnerabilities to data breaches and cyberattacks stemming from inadequate security measures in some interfacing systems.



### 3.6.3 Improve access to timely, accurate, and comprehensible public information

The lead implementing agencies are; MoICT&NG and NITA U. The planned outputs included:

- i) Collaboration framework for communication between the GoU, UBC, and other media houses developed.
- ii) Guidelines for the Communication Policy developed and operationalized.
- iii) Digital content related to the National Development Plan III (NDP III) produced and broadcast by Ministries, Departments, and Agencies (MDAs).
- iv) Materials selected and translated into various languages for different audiences.
- v) Digital content produced by MDAs on NDP III Planning, Implementation, and performance monitoring and evaluation promoted and marketed.
- vi) Local content for universal access to electronic governance (e-Governance) services, e-citizen portal services, and other private sector ICT services developed and packaged.
- vii) A monitoring, evaluation, and reporting (MER) strategy and system for UBC and MDAs content development, broadcasting, promotion, and preservation activities formulated.
- viii) An inclusive data and information sharing platform rolled out to an additional two entities to enable seamless data sharing.
- ix) An e-citizen portal integrated with the data-sharing platform to ease access to public services for all groups of people.
- x) A comprehensive data management program developed and implemented across the government.

#### Performance of the intervention

The performance of the intervention was fair, achieving 57%. Detailed output performance is presented below.

**Collaboration framework for communication between GoU UBC and other Media Houses developed:** A collaboration framework for communication between the Government of Uganda, Uganda Broadcasting Corporation (UBC), and various media houses was established. This framework was put into action during the Manifesto Week 2024 media activities, where the MoICT&NG worked alongside UBC to coordinate content publication and broadcasting across multiple media platforms, including print, radio, television, and online/digital channels. Such collaborations greatly improved the reach and impact of government communications.

**Guidelines for the Communication Policy developed and operationalized:** The Policy was developed, distributed, and implemented within the MoES, the MFPED, and the National Agricultural Research Organization (NARO). This policy ensures that information is communicated clearly and effectively, which is vital for fostering public awareness and engagement.

**Digital content related to the National Development Plan III (NDP III) developed, produced, and broadcast by MDAs:** The MOICT&NG developed and broadcast two feature stories on Tourism and Health across UBC platforms.

**Materials selected and translated into various languages for various audiences:** The process of identification of Information, and Education Communication (IEC) materials for translation was ongoing. The PDM rollout data was translated into 10 local languages.



**Digital content produced, promoted, and marketed by MDAs on NDP III Planning, Implementation, and performance monitoring and evaluation:** Five documentaries, short films, and feature stories were produced to highlight the Parish Development Model, the rejuvenation of the Railway System, and the utilization of ICT in the healthcare, tourism, and investment sectors, all aimed at promoting accountability to citizens. The supported votes included the MoLG and the districts of Kumi, Koboko, Abim, Bukedea, Katakwi, and Arua.

**Local Content for Universal Access to Electronic Governance (e-Governance) services, e-citizen portal services, and other private sector ICT services, other communication channels developed and packaged:** The MOICT&NG made remarkable progress in assisting 120 MDAs with their digital communication initiatives. By utilizing popular social media platforms such as X (formerly Twitter), YouTube, TikTok, Instagram, and blogs on the Ushindi online magazine, they are significantly increasing the visibility and engagement of government achievements.

The establishment of a comprehensive content hub is an excellent initiative. This hub, featuring images, short videos, and text summaries, effectively highlights the accomplishments of various MDAs per the Manifesto. It serves as a centralized resource for showcasing progress and successes, making it easier for the public to stay informed.

**A framework for digital content in place:** The MoICT&NG collaborated with stakeholders, including the UBC team, on the Frontbench program, an initiative focused on creating a streaming application and a creative academy in partnership with Swangz Academy. Additionally, the completion of the content framework for the Frontbench program on UBC TV is a significant achievement that will ensure the program delivers high-quality content to its audience.

**Content data on NDP III Planning, Implementation, and performance monitoring and evaluation by various MDAs activities Collected:** The MoICT & NG gathered content from various MDAs that align with the five pillars of the Manifesto: creating jobs and wealth; providing education, health, and water; ensuring justice and equity; protecting life and property; and achieving economic and political integration.

**Monitoring, evaluation, and reporting (MER) strategy and system for UBC and MDAs content development, broadcasting, promotion, and preservation activities formulated:** The MoICT&NG in collaboration with UBC, conducted a needs assessment exercise and stakeholder validation meetings. This effort led to the development of a Monitoring and Evaluation (M&E) system designed to track the progress of various projects under the Digital Transformation Programme and the Public Sector Transformation Programme. The M&E system aims to enhance decision-making, improve outputs, and strengthen the monitoring function. Currently, the system is awaiting testing.

**An inclusive Data and information sharing platform rolled out to additional two (2) entities to enable seamless data sharing:** A total of twenty-one (21) additional entities were integrated into the Systems and Data Integration Platform, raising the overall number of onboarded entities to 138, which comprises 77 private entities and 61 public entities. By the end of FY 2023/24, 66 entities were actively using the UG-hub, showcasing their ability to leverage the platform effectively. Collectively, these entities completed a cumulative total of 136,210,194 transactions during the period under review.

**E-citizens portal integrated with the data-sharing platform to ease access to public services by all groups of people:** The introduction of e-services like URSB E-services, Posta Ug e-services, NITA-U e-services, and URA e-services represents a significant advancement



in digital governance. The launch of features such as Business Name Search, Business Name Reservation, and Express Penalty Search is designed to improve efficiency and accessibility for users.

This initiative is part of a larger effort to simplify public service delivery, minimize bureaucracy, and enhance transparency. By offering these services online, the government seeks to provide citizens with more convenient and quicker access to essential public services.

**A comprehensive data management program developed and implemented across the government:** The UG Pass, Uganda's digital identity initiative, has recently expanded its reach to include two more entities, bringing the total number of enrolled systems to four. Currently, there are 167 users on the platform. UG Pass aims to facilitate secure digital authentication and electronic signatures, simplifying access to a range of e-services and enabling online document signing. This expansion is expected to improve the efficiency and security of digital transactions.

### Challenge

- 1) **Specialized Skills Gap:** The shift to new business processes and information management systems necessitates specialized skills that many public servants currently do not possess. This skills gap hampers the timely adoption of new systems, leading to operational inefficiencies.
- 2) **Data Privacy and Security Concerns:** The management of sensitive personal information across various systems presents significant data privacy challenges, underscoring the necessity for robust data protection measures. Furthermore, existing vulnerabilities in interfacing systems expose sensitive data to potential breaches and cyberattacks.
- 3) **Financial Constraints:** Implementing re-engineered processes and advanced information management systems demands significant financial investment, posing a challenge due to the constrained budgets of government agencies.

### Conclusion

The performance of the sub-programme was rated as fair, achieving only 52.3%. This resulted from several factors, including a lack of process mapping for various systems and processes within the public sector, and poor alignment between planned outputs and intended interventions. Additionally, the sub-programme suffered from an excessive number of unrealistic planned outputs that lacked strategic focus, further exacerbating the misalignment with the programme's objectives.

### Recommendations

- 1) The MoPS and MoICT&NG should conduct extensive training programs to equip public servants with the necessary technical and soft skills for new business processes and information management systems.
- 2) The MFPED and other MDAs should explore alternative funding avenues, including public-private partnerships, international grants, and innovative financing models, to supplement government funding and support the implementation of re-engineered processes and advanced information management systems.



## CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

### 4.1 Programme Challenges

1. **Ineffective resource allocation:** A significant portion of funds was directed towards allowances for technical support rather than addressing capacity gaps or improving service delivery. These allowances often do not translate into enhanced performance or tangible benefits that contribute to public service transformation.
2. **Inadequate understanding of Cost Delivery Standards:** Many LGs and MDAs have not fully internalized the objectives and application of cost delivery standards due to insufficient sensitization. This lack of comprehensive training resulted in inconsistent interpretations, leading to discrepancies in budgeting and expenditure, with some LGs overspending while others underutilized resources.
3. **Weak digitization of records:** The digitization of records was limited in most visited Local Governments, with many offices still operating manually. The inadequate use of digital archives and the absence of a proper system for electronically storing or retrieving files contribute to delays in service delivery.
4. **Insufficient Training on the Balanced Scorecard (BSC) Framework:** Training programs provided to staff on the BSC framework were inadequate in depth and duration. Short-term training sessions failed to equip staff with a comprehensive understanding of the BSC framework and its relevance to their roles.
5. **Weak fiscal decentralization:** Despite efforts to devolve functions, fiscal decentralization remains weak, with a significant portion of revenue collection and expenditure control still managed by the central government. This limits LGs' authority over local revenue and constrains their ability to provide services and fund local economic development (LED) projects.
6. **Lack of Standardized Guidelines for Business Process Re-engineering in MDAs:** There were no clear standardized guidelines for implementing Business Process Re-engineering (BPR) across MDAs. Without a structured framework, different MDAs interpret and apply BPR inconsistently, leading to varied outcomes.
7. **Limited Capacity for Competency-Based Recruitment:** The effective implementation of the competency-based recruitment guidelines developed by the Public Service Commission (PSC) is hindered by the limited capacity and lack of training among District Service Commission (DSC) members.

### 4.2 Programme Conclusion

The overall performance of the Public Sector Transformation Programme was fair at 58% attributed to slow enforcement, public officials are not consistently held for poor performance and there is lack of sanctions; persistent corruption and insufficient resources for non-compliance. As Public Service approaches the conclusion of the National Development Plan III (NDP III), the Public Service Transformation Programme (PSTP) has played a crucial role in reshaping the public service to meet evolving national needs. The programme has focused on improving efficiency, enhancing human resource management, streamlining government structures, and fostering a culture of accountability and service delivery across ministries,

departments, and agencies. Despite these efforts, significant challenges remain, which have limited the full realization of PSTP's objectives.

### 4.3 Programme Recommendations

- 7) The Ministry of Public Service should establish key measurable indicators for every technical support initiative. This could include tracking improvements in service delivery, and operational efficiency linked to the support provided. Only when these Key Performance indicators are met should allowances or support be considered.
- 8) The MFPED, in consultation with the MoPS, should support the rollout of digital records management systems. This includes establishing guidelines for the secure storage of physical records and providing continuous training for records officers in modern records management practices, including digital handling, archiving, and retrieval.
- 9) The MFPED, MoLG, and MoPS should expand the length and depth of Balanced Scorecard (BSC) training programs. This should allow for thorough coverage of key concepts, skills, and implementation strategies, including a multi-phase training program that starts with an introduction to the BSC framework followed by advanced training on specific applications, such as linking indicators to local government performance targets.
- 10) The MoPS, in consultation with the MOICT, should develop clear standardized guidelines for Business Process Re-engineering (BPR) implementation to ensure consistency across MDAs. This should include creating a National BPR framework that outlines the steps of process reengineering, along with timelines, monitoring mechanisms, and performance indicators, as well as training MDAs on how to use these guidelines.
- 11) The MoPS and the MFPED should develop and implement comprehensive capacity-building programs aimed at improving the understanding and application of Cost Delivery Standards across Local Governments and Ministries, Departments, and Agencies.
- 12) The MFPED, MoPS, MoLG, and PSC should conduct comprehensive training programs for DSC members on competency-based recruitments. These programs should focus on how to assess competencies, develop competency-based job descriptions, and conduct competency-based interviews, especially for higher-level positions such as senior officers and department heads in LGs this will improve the quality of hires.



## REFERENCES

Compendium of costed service delivery standards, 2024

Ministry of Finance, Planning and Economic Development, Integrated Financial Management System data for FY 2023/24

Ministry of Finance, Planning and Economic Development, National Budget Framework Paper FY 2022/23– FY 2025/26

Ministry of Public Service, Public Service Commission; and Local Government Finance Commission, Ministerial Policy Statements- FY 2023/24.

National Planning Authority, The Third National Development Plan (NDP III) 2020/21 – 2024/25.

Public Sector Transformation Programme Annual Report, FY 2023/24

Quarterly Performance Budgeting System Reports, MoPS, PSC, LGFC, IG, MoLG, MFPED, NITA-U, NIRA, MoICT NG- FY 2023/24

State of Human Resource in the Public Service, 2023

The Uganda Registration Services Bureau Progress Report PBS Quarter 4 Progress Reports FY 2023/24.



# ANNEXES

## Annex 1: Public Sector Transformation Programme Monitored for FY 2023/24

Vote	Sub-Programme	Sampled Intervention	Sampled Districts/ Institutions
MoPS	Strengthening Accountability	Review and strengthen the client charter feedback mechanism	MoPS, Jinja City, Kaliro, Masindi, Masindi MC, Kiryandongo, Mubende, Mubende MC
		Strengthening public sector performance management	MoJCA, JSC, LRC, MoFA, MoICT, ESC, MEACA, MoIA, MoLHUD, MoWE, Omoro, Nwoya, Gulu City, Mbarara, Kabale MC, Jinja, Kaliro, Jinja City, Ntungamo,
		Develop and enforce service and service delivery standards	MoGLSD, MoTIC, MoEACA, JSC, ESC, PSC, DEI, Kaliro, Mukono, Soroti City, Ntungamo, Rukiga, Mubende, Mbale, Pallisa, Jinja, Kumi, ,Mbarara, Kumi MC, and Mbale City.
		Enforce compliance with the rules and regulations	IG, MoLG, Kumi, Mityana, Isingiro, Buliisa, Kikube, Kagadi, Masindi, Hoima, Nwoya, and Oyam DLGs
		Restructure government institutions (MDAs and sectors)	MoPS Headquarters
MoPS,	Government Structures/ Systems	Review and develop management and operational structures	Mulago NRH, RRHs -Arua, Lira, Mubende, Kabale, Soroti, Mbale, Jinja, Entebbe, Masaka, Fortportal, Mbarara, Hoima, Jinja, Mbale, Mbarara, Kabale, Soroti and Fort Portal
MoPS		Rationalize and harmonize policies to support public service delivery	MoPS, MOES, MEACA, OPM, MoTWA, UWRTI, Cities of Masaka, Mbarara and Districts; Masindi, Kiryandongo, and Mbale. Municipalities
MoPS, PSC		Undertake nurturing of civil servants through patriotic and National Service training	Kabale University, Nwoya, Kumi MC, Kabale, Gulu and Mbarara
		Design and implement a rewards and sanctions system	MoPS, MoWT, MoICT&NG, MoWE, Mbale City, Mbale, Kumi, Kumi MC, Bukedea, Pallisa, Mukono DLG, Mukono MC, Mityana, Mityana MC, Kyenionjo, Kabarole, Fort Portal City, Mubende, Mubende MC, Kikuube, Kagadi, Hoima City, Hoima DLG.



Vote	Sub-Programme	Sampled Intervention	Sampled Districts/ Institutions
		Empower MDAs to customize talent management	Soroti, Kumi, Bukedea, Mbale and Mbale City Kabale, Luweero, Gulu, Kikuube
		Roll out the Human Resource Management System	MUBS, PPDA, NARO, URSB, UTB, Mbarara City, Kabale DL, Ntungamo DLG, Isingiro DLG, Fort-Portal City Kagadi DLG, Mubende MC, Kyenjojo DLG, Mubende DLG, Jinja City, Mbale City, Soroti City, Pallisa DLG, Kumi DLG, Luweero DLG, Gulu City, Kaliro DLG, Oyam DLG,
		Develop and operationalize an E-document management system	MoPS, MoICT&NG, MoTIC and URBRA, KCCA.
		Review the existing legal, policy, regulatory and institutional frameworks	MoPS, MoGLSD, MoES, DEI, Entebbe RRH, HSC, Kawempe RRH, OPM, PSC, Omoro, Kabarole DLG, Gulu, Gulu City, Kyegegwa, Kyenjojo, Mbarara City, Mityana, Mityana MC, Mubende, Mubende MC, Nwoya.
MoLG,	Decentralization and Local Economic Development	Strengthen collaboration of all stakeholders to promote LED	Gulu city, Soroti, Soroti city, Pallisa, Rukiga, Ntungamo, Ntungamo Municipality Bukedea, Kumi, Kaliro,
MFPED		Increase participation of Non-State Actors in Planning and Budgeting	MFPED
MoLG,		Operationalize the parish model	Luweero, Nakasongola, Mukono, Jinja, Mbarara, and Fort Portal City.
LGFC		Build Local Government fiscal decentralization and self-reliance capacity	Nwoya, Ntungamo, Jinja, Kabale, Kamwenge, Kiryandongo, Kikuube districts, Masindi, Nwoya, Mubende, Kiryandongo, Hoima, Jinja, Jinja City, Hoima.
MoPS	Business Process Re-engineering and Information Management	Re- Re-engineer public service delivery business processes	MoPS, MoICT&NG-UBC and NIRA, Kumi,

*Source: Authors' Compilation*



## Annex 2: Performance of Strengthening Accountability for Results as at 30<sup>th</sup> June 2024

Outputs Performance							Remark
Intervention	Out put	Financial Performance			Physical Performance		
		Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)
Strengthening public sector performance management	Rewards and Sanctions Committees oriented, client charters implemented, attendance to duty monitored, refresher training, capacity building plans	691,122,753	92.8	90	7.00	3.80	58.52
	Functionality and operationality of DSC supported	191,704,260	100.0	100	2.00	1.0	50.00
	Compliance Inspections undertaken in MDAs and LGs	733,649,168	94.8	91	6.00	5.30	93.18
Develop and enforce service and service delivery standards	National Service Delivery Survey Disseminated	20,000,000	100.0	95	1.00	0.90	90.00
	Service Delivery Standards developed and implemented in MDAs and LGs	916,375,000	95.0	90	1.00	0.80	84.19
	56 urban councils selected from all the different regions inspected and special investigative spot checks undertaken	729,902,000	50.0	91	2.00	0.90	89.95
Enforce compliance to the rules and regulations	100 breaches of the leadership code investigated and completed, 800 verifications of leaders' assets and liabilities conducted, Compliance rate of 95% of leaders and public official's declaration received	3,364,735,245	97.2	100	3.00	2.50	85.73
							A total of 100 breach of the leadership code investigated and completed



	Ombudsman complaints handling system improved, 10 systems procedures and practices of MDALGs reviewed	3,995,264,755	95.7	100	4.00	3.30	86.17	
	95% of disciplinary cases received and concluded, 100% of appeals of DSC decisions handled	807,447,350	100.0	93	2.00	1.00	50.00	
	Rollout Local Government Revenue Management Information System to 40 (forty) Local Government i.e. Divisions, Headquarters, Town Councils and Sub Counties	11,160,000,000	100.0	96	4.00	3.20	80.00	
<b>Average Outputs Performance</b>							<b>76.59</b>	
<b>Outcomes Performance</b>								
<b>Outcome Indicator</b>				<b>Annual Target</b>	<b>Achieved</b>		<b>Score (%)</b>	<b>Remark</b>
Level of client satisfaction with the client feedback mechanism				72		52	72	
Percentage of population knowledgeable about public services				70		60	86	
Percentage age of Public officers whose Qualification and competences are aligned to their jobs				100		85	85	
Level of compliance with SDS in MDAs and LGs				60		50	83	
% of individuals achieving at least 80% of their performance targets				80		60	75	
Proportion of MDAs with plans aligned to NDP III				100		73.3	73	
Level of beneficiaries' satisfaction with services provided				65		52	80	
% of ombudsman complaints resolved within the agreed timeframe				45		46	100	
Value of assets and funds recovered by the IG (Bn)				4		5	100	
Level of compliance to recruitment guidelines by service commissions				95		50	53	
<b>Average Outcomes performance</b>							<b>80.7</b>	
<b>Overall sub-program Performance</b>							<b>78.0</b>	<b>Overall performance of sub-program</b>

Source: IFMS data/ MoPS, IG, PSC; Field Findings



### Annex 3: Performance of Government Structures and Systems as at 30<sup>th</sup> June 2024

Outputs Performance									Remark
Intervention	Output	Financial Performance			Physical Performance			Physical performance Score (%)	Remark
		Annual Budget ( Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity			
Review and develop management and operational structures, systems and standards	Compliance with RIM standards assessed, Capacity of 250 Records Officers built, Records management systems set up in MDAs and LGs where they were lacking	738,477,776.000	92.2	98.5	10	6.8	73.758	Records management systems set up in 4/10MDAs & 8/45 LGs, talk shows were conducted on 6 radio stations. Much funds of Ug shs 174,523.460 was spent on allowances.	
	19 Regional hosting centres engaged and sensitised,2 Service Uganda Centers established and operationalised	200,000,000.000	100.0	100.0	2	1.3	65.000	19 Regional hosting centers engaged and sensitized on establishment and operationalization of Service Uganda Centers, Hoima Regional Service Uganda Centre has been established, launched and operationalized. Funds were spent on allowances and travel inland.	
	Technical support on implementation of 69 structures for Rationalized Government Agencies; provided, three (3) Service Commissions sensitized,20 Management Analysts trained	3,789,412,240.000	93.9	99.2	10	5.4	57.529	. More funds were spent on allowances equivalent to Ug Shs 1,967,570.000	



	Stakeholders sensitized on business process improvement, Government business processes re-engineered, Performance of service delivery systems reviewed and monitored	140,000,000,000	100.0	100.0	3	1.8	60.000	
Rationalize and harmonize policies to support public service deliver	Job description and person specifications reviewed and developed	401,000,085,000	99.7	94.7	6	3.2	53.510	Draft report on productivity measurement framework developed. Ug Shs 176,204,338 was utilized for allowances
	<b>Total</b>	<b>5,268,890,101,000</b>	<b>94.5</b>	<b>98.8</b>	<b>-</b>	<b>-</b>	<b>62.0</b>	
<b>Average Outputs Performance</b>								
<b>Outcomes Performance</b>								
<b>Outcome Indicator</b>			<b>Annual Target</b>	<b>Achieved</b>		<b>Score ( %)</b>	<b>Remark</b>	
% of MDAs & LGs with structures aligned to their mandate and the National Development Plan			1			0.65	65	
% of structures void of overlaps and duplications			1			0.5	50	
Level of satisfaction of clients with the re-engineered systems' turnaround time			0.66			0.35	53	
% of Public officers whose qualification and competences are aligned to their jobs			1			0.74	74	
% of Archives reference materials accessible on line			0.2			0.19	95	
<b>Average Outcomes performance</b>								
<b>Overall sub-program Performance</b>								
							<b>67.4</b>	<b>Overall performance of sub-program</b>
							<b>63.9</b>	

Source: IFMS data/ MoPS, Field Findings



**Annex 4: Performance of Human Resource Management and Policy Sub-programme as at 30<sup>th</sup> June 2024**

Outputs Performance								Remark
Intervention	Out put	Financial Performance			Physical Performance			
		Annual Budget ( Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Undertake Nurturing of Civil Servants through Patriotic and Long-Term National Service Training	E-learning platform and system at the Civil Service College enhanced and Digital content for 12 online programmes for the existing curricula designed and delivered	1,308,246,661	99.3	83	2.00	1.00	50.34	Most funds were spent on research expenses- Ug shs 104,899,998
	Conduct Mandatory Capacity Building for 533 officers undertaken (Caravan)Mindset change programme developed (Caravan), Communication & Marketing Strategy implemented through Publicity enhancement interventions	653,000,000	89.7	99	8.00	5.00	69.66	All funds were used for staff training
Empower MDAs to customize talent management (Attract, retain and motivate public servants)	ToTs on survival skills after retirement life provided to HR Officers, Curriculum on Pre- & Post Retirement disseminated, technical & Functional Support to MDAs and LGs on Wage, Pension & Gratuity provided, and Wage, pension and gratuity estimates from MDAs and LGs prepared and submitted to MFPED	1,051,211,032	100.0	95	5.00	3.80	76.00	Most funds were spent on allowances Ug shs 565,000.0009
	Technical support provided to MDAs and LGs on the development of annual Capacity Building Plans, Guidelines on professionalization of all cadres in Public Service disseminated in MDAS,A Champion team on professionalization of all cadres in Public Service	611,743,426	98.9	95	7.00	4.30	62.14	Most funds were spent on welfare and entertainment equivalent to Ug shs 30,000.000

	trained, Succession Planning Guidelines finalized and disseminated, Technical support on the development of Human Resource Plans provided, Talent Management Framework finalized and disseminated, Knowledge Management Framework for Uganda Public Service developed, Disseminate Collaboration Framework between Ministry of Public Service and other Training Institutions to all Institutions							
	Fill vacancies declared within the year, DLGs with fully constituted DSC -DLGs Commissioners trained, training sessions and support supervision provided to entities	1,339,367,650	100.0	100	4.00	2.00	50.00	.Most funds were spent on recruitment services Ug shs 260,076,886
1682 Project: Retooling of Public Service	Three online networked photocopiers were installed, Office furniture was procured and distributed, the green roof Local Area Network renovated	3,200,000,000	50.0	96	11.00	3.00	54.55	Most funds were utilized for Light ICT hardware – Acquisition Ug shs 304,753,172
Roll out the Human Resource Management System	HCM System rolled out	3,912,481,894	100.0	96	8.00	6.00	75.00	Most of the funds were spent on system recurrent costs Ug shs 3,163,273,149
Review the existing legal, policy, regulatory and institutional frameworks	Support Supervision on implementation of HR Policies and Procedures in MDAs and LGs provided	568,000,000	96.7	97	6.00	3.50	60.32	Most funds were spent on allowances Ug shs 122,500,000
	100% of Grievances and complaints from Public Service Labour Unions and individuals handled	252,700,000	92.1	100	4.00	2.50	67.83	5 Grievances and complaints from Public Service Labor Unions and 3 Officers were handled,70% of funds released was spent on allowances.
Average Outputs Performance								62.87
Outcomes Performance								Fair performance

Outcome Indicator	Annual Target	Achieved	Score ( %)	Remark
% of employees earning salary according to their salary scales	100	70	70	
% of MDAs and LGs paying salary and pension by 28th	100	70	70	
Percentage reduction in accumulated pension and gratuity arrears	77	50	65	
Level of compliance to recruitment guidelines by service commissions	75	15	20	
% of Public Officers with the right skills, competencies and mind-set	85	70	82	
% of advertised positions filled with skilled & competent staff	80	70	88	
% of Strategic Positions with qualified officers available for succession	73	70	96	
Salary compression ratio of the Public Service	1.9	1.24	65	
Percentage reduction in absenteeism rate in the Public Service	5	3	60	
% of Public Officers receiving salary according to the approved pay plan	75	18	24	
% of staff accessing payroll within 30 days after assumption of duty	100	80	80	
% of pensioners accessing payroll within 30 days after retirement	95	80	84	
Percentage of employees' information in HCM consistent with service records and other key Government System's data	100	90	90	
% uptake of the automated RIM (EDRMS) system	35	3	9	
Average process turnaround time (Minutes) for retrieval of records	16	10	63	
<b>Average Outcomes performance</b>			<b>68.3</b>	
<b>Overall sub-program Performance</b>			<b>64.8</b>	<b>Overall performance of sub-program</b>

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

Annex 5: Performance of Decentralization and Local Economic Development as at 30<sup>th</sup> June 2024

Outputs Performance								Remark
Intervention	Out put	Financial Performance			Physical Performance			
		Annual Budget ( Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	
Strengthen collaboration of all stakeholders to promote local economic development	LGs to establish Public Private Dialogue platforms or fora across all regions trained, LGs supported to develop their LED strategies, Monitoring of performance of LED programmes undertaken, LEDIC selected	233,428,000	100.0	100	4.00	2.80	70.00	Most funds were spent on travel inland Ug shs 123,892.000 and allowances of Ug shs 48,768.000
	Operationalize the parish model	100,000,000	100.0	100	1.00	0.30	30.00	
	Monitoring meeting exercises conducted ,monitoring visits carried out, PDM popularized across the country, Radio and TV talk shows conducted, High end pictorial & video cameras procured, Consultancies procured, office procurements done, copies of the IEC materials, success stories and lessons learned materials printed and distributed, Operational costs of the PDM Secretariat facilitated, Subregion workshops and seminars held	12,316,820,136	100.0	100	11.00	6.00	54.55	Most funds were spent on travel inland Ug shs 60,000.000 All funds were transferred to other Government units Ug shs 12,315,995.136
Build LG fiscal decentralization and self-	8 Commission policy meetings held reports produced and recommendations implemented.	5,660,014,709	99.5	100	16.00	8.00	50.27	Most funds were spent on consultancy services Ug shs 633,472.820

reliance capacity	Grants allocation formula reviewed, Local revenue enhancement management plans produced, Activities in natural resources that have potential to generate local revenues for local governments finalized, New guidelines for the management royalties from natural resources for stakeholders developed	3,352,519,398	100.0	100	3.00	2.00	66.67	
<b>Average Outputs Performance</b>								<b>Fair Performance</b>
<b>Outcomes Performance</b>								
<b>Outcome Indicator</b>	<b>Annual Target</b>	<b>Achieved</b>	<b>Score ( %)</b>	<b>Remark</b>				
% share of the National budget between Central and Local governments	20	14	70					
% of local revenue invested in community development	43	30	70					
Proportion of districts with functional LED resource teams/ fora	100	51	51					
% of District Private forums that are functional.	100	17	17					
% increase in local revenue mobilization	35	20	57					
% increase in the utilization and access of local government content on parish model	95	76	80					
% of households in the parish model beneficiary communities with viable income generating enterprises	80	56	70					
% of approved critical positions in LGs filled	100	60	60					
% of LGs with fully constituted service commissions	65	60	92					
<b>Average Outcomes performance</b>								<b>63.0</b>
<b>Overall sub-program Performance</b>								<b>57.4</b>
<b>Overall performance of sub-program</b>								

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



### Annex 6: Performance of Business Process Re-engineering as at 30<sup>th</sup> June 2024

Outputs Performance								Remark	
Intervention	Out put	Financial Performance			Physical Performance				
		Annual Budget ( Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)		
Business Process Re-engineering and Information Management	Public institutions Supported to review, re-engineer processes, automate and Change Management to delivery services online	1,341,639,000	100.0	100	2.00	0.00	0.00	Most funds were spent on research expenses of Ug shs 645,457.000	
Design and implement electronic citizen (e-citizen) system	Enable sharing of information in the National Identification Register	270,000,000	100.0	20	1.00	0.50	50.00	.All funds were spent on licenses Ug shs 270,000.000	
Improve access to timely, accurate and comprehensible public information	Collaboration framework for communication developed, Guidelines for the Communication Policy developed, MDAs NDP III digital content, Materials selected and translated into various languages, Implementation, and performance monitoring and evaluation promoted, Local content for universal access to electronic Governance developed	200,000,000	100.0	100	8.00	4.50	56.25	Most funds were spent on Advertising and Public Relations Ug shs 100,000.000	
	Content data on NDP III Planning Collected, MDAs NDP III digital content (documentaries, feature stories, talk shows, and promotion materials) developed and broadcast, Periodic monitoring and evaluation of the implementation of the MER strategy undertaken	810,000,000	89.4	100	2.00	0.80	44.75	Most funds were transferred to other Government Units Ug shs724,064.574	





	A monitoring, evaluation and reporting (MER) strategy and system for UBC and MDAs content development, broadcasting, promotion, and preservation activities formulated,	88,361,000	100.0	100	5.00	3.00	60.00	Most funds were spent on advertising and public relations Ug shs 40,000,000
	An inclusive Data and information sharing platform rolled out to additional two (2) entities to enable seamless data sharing, e-citizens portal integrated with the data-sharing platform to ease access to public services by all groups of people, A comprehensive data management program developed and implemented across government	810,000,000	100.0	100	3.00	2.00	66.67	All funds were spent on Information and Communication Technology Services Ug shs 809,999,999
	<b>Total</b>	<b>3,520,000,000</b>	<b>97.6</b>	<b>93</b>			<b>46.28</b>	<b>Poor performance</b>
<b>Average Outputs Performance</b>								
<b>Outcomes Performance</b>								
<b>Outcome Indicator</b>				<b>Annual Target</b>	<b>Achieved</b>		<b>Score ( %)</b>	<b>Remark</b>
% increase in number of government MDA systems interfacing with the NIR				50	53.7		100	
Proportion of government services provided online (%)				72	62		86	
Percentage of MDAs with high quality NDP III implementation digital content				50	22		44	
Percentage of beneficiaries satisfied with quality of e- services over the NBI				90	80		89	
Level of compliance with ICT related laws, legislations and standards				75	65		87	
% of clients satisfied with information accessed through institutional websites				88	87		99	
Percentage of population knowledgeable about public services				70	67		96	
Percentage of MDAs with high quality NDP III implementation digital content				50	22		44	
% of information published that comply with the media quality management standards.				90	80		89	
<b>Average Outcomes performance</b>								
<b>Overall sub-program Performance</b>							<b>76.7</b>	<b>Overall performance of sub-program</b>
							<b>26.8</b>	

Source: IFMS Data





Plot 2 -12 Apollo Kaggwa Road  
P. O. Box 8147, Kampala - Uganda  
[www.finance.go.ug](http://www.finance.go.ug)