



The Civil Service College Uganda: What are the key challenges?

Overview

The Ministry of Public Service (MoPS) continues to undertake reforms to foster its contribution towards the transformation of Uganda. These reforms show a paradigm shift that encompasses structures, systems, values, attitudes and mindset of the public service employees. The catalyst to the transformation of the public service is a workforce that is knowledgeable and highly productive.

The Second National Development Plan (NDP II) (2015/16-2019/20) and the Policy Paper on Transformation of Uganda Public Service (2013), identified the establishment of the Civil Service College Uganda as one of the key interventions to develop and maintain a skilled, able and committed human resource in the Public Service. The Civil Service College Uganda (CSCU) provides training to all public officers in Ministries, Departments, Agencies (MDAs) and Local Governments (LGs).

In spite of the achievements under various public service reforms, the Ugandan public service is still perceived as slow and unresponsive to the needs of service users particularly the citizens and investors.

The public service falls short of the desired level of effectiveness and efficiency in execution of projects due to management constraints such as poor work culture and attitudes resulting from poor performance management systems and transformative leadership. The constraints have resulted in low productivity, weak strategic planning and budgeting, delays in procurements, poor policy coordination and implementation.

The briefing paper examines the role of the CSCU, highlights the key challenges and policy recommendations.

Key Issues

Lack of:

- A strategic plan to guide the operations of the Civil Service College Uganda.
- A comprehensive strategic needs analysis to develop a national capacity building plan focused on priorities both in the NDP II and public service reforms.
- A comprehensive monitoring and evaluation mechanism to determine the impact of training and return on investment.
- Administrative and financial autonomy that affects the smooth running of CSCU's operations.
- Inadequate training and hands on experience in human resource planning and development of staff in CSCU, MDAs, LGs, and National Planning Authority (NPA) to effectively coordinate the training function.

Introduction

The Civil Service College Uganda (CSCU) was established on 1st July, 2010 under the World Bank Public Service Performance Enhancement Project with a loan of US \$23million for civil works that were completed on 17th November, 2014. The mandate of CSCU is to build capacities of public institutions. This will enable officers support government in development policy, provision of infrastructure and delivery of



services while responding effectively to current and emerging local and global challenges.



Civil Service College Uganda located in Jinja

The role of CSCU in the transformation of Uganda’s public service is; promoting good governance, transparency and accountability by building capacities of public servants for improved performance and service delivery.

This is supposed to be through; developing standardized curricula and training manuals, designing and delivery of needs based in-service and tailor made training. Others are strengthening service ethos by inculcating right attitudes, values, and ethics; spear heading monitoring and evaluation of outcomes and impact of training, supporting the implementation and roll out of government policy and reform initiatives, and supporting public policy research and innovation to enhance socio economic development.

Financial Performance from FY2014/15 to Mid-year FY2016/17

The CSCU is funded by the Government of Uganda, using both tax and non-tax revenue generated from the fees paid for the

participants by their respective MDAs and LGs. The approved budget, releases and expenditures varied for the period under review. There has been an increasing trend in financing over the years as shown in **Table 1**.

Table 1: Financing Trends for the CSCU

Financial Year	Approved (Ug Shs Million)	Release (Ug Shs Million)	Expenditure (Ug Shs Million)
2014/15	700	592	588
2015/16	1,600	377	325
2016/17 (Semi-annual)	2,600	809	742

Source: IFMS Data

Performance of the Trainings

Design and delivery of training programmes began in May 2014 and to date; 5,049 public officers have been trained. A summary of number of trained officials by training programme is presented in **Table 2**.

Table 2: Number of participants per training since FY 2014/15 to April 2017

Training Programme	Total
Induction of newly recruited public officers	467
Induction of newly recruited health workers	1,013
Refresher training for promoted officers in the Public service	30
Leadership and Change Management	453
Performance Management	463
Competence Based Recruitment	20
Pre-retirement Planning	51
Innovation Management	123
Procurement and Contracts Management	394
Evidence Policy Making	145



Training Programme	Total
Management of Tourism Information Centers	46
Program Evaluation	25
Tailor made (customized) training programs	1,413
Public Management for Public Enterprises	13
Financial Management	23
Training of Trainers (ToT)	131
Monitoring and Evaluation	130
Planning and Managing for Results	13
Training of public service Directors in performance management from the Republic of South Sudan	44
Governance and Accountability	52
GRAND TOTAL	5,049

Source: CSCU

Despite the increase in trainings due to the enhanced budget, the civil servants' efficiency and innovation in achieving national targets remains largely unchanged. This has continued to negatively affect service delivery.

Key Challenges

In spite of the increased funding and output performance, the College has challenges as explained below.

Lack of a Strategic Plan: The annual planned trainings have no performance targets. In addition, the training programs and budgets within CSCU and the MoPS are uncoordinated.

Out-dated Public Service Training Policies and Induction Manuals: The public service training policies were developed in 2006, while training induction manuals in 2005. These are out-dated as

they are no longer in line with the current policy documents of the Uganda Vision 2040, the NDP II, technology advancements and public service reforms.

Lack of a Strategic Capacity Needs Assessment: the MoPS and NPA are the key institutions coordinating this function, however since FY 2014/15 only a draft of the National Human Resource Planning and Development Framework is in place despite the continued release of funding by Ministry of Finance, Planning and Economic Development (MFPED) since FY2014/5 for this activity.

Inadequate training and lack of hands-on experience in human resource planning and development: Staff in CSCU were seconded from MDAs and LGs and have inadequate training. Most officers also lack hands-on experience in human resource planning and development as well as organizational development which are key requisites to managing and coordinating the human resource development function at all levels. This constraint applies to accounting officers, human resource managers, planners/economists in MDAs, LGs and the NPA.

Lack of a Comprehensive Monitoring and Evaluation Mechanism: All the trainings that have been delivered in CSCU were evaluated using only one level instead of four levels e.g. participant completion of questionnaires to give feedback to the trainers. This cannot give a fair measure of the impact of the trainings at individual and organizational levels and return on investment.

Duplication of the delivery of training programmes: The MoPS through its departments; Human Resource Policy, Human Resource Planning and



Development, Performance Management and Compensation is conducting trainings in MDAs and LGs, yet the CSCU is also conducting the same leading to wastage of time and public resources. The delivery of training programmes in the public sector is the core mandate of the CSCU.

Lack of Autonomy: According to the new approved staffing structure, the CSCU is a department under MoPS with a hierarchal structure and as a result there is lack of administrative and financial autonomy of the College, which affects the smooth running of its operations.

Conclusion

The establishment of the CSCU to address knowledge gaps in the public sector is a good innovation; however it's lack of a strategic plan, national capacity needs assessment and capacity building plan, comprehensive monitoring and evaluation mechanism, inadequate training and hands-on experience in human resource planning and development of staff at all levels in the public sector and autonomy status all affect CSCU performance. These challenges need to be addressed if the CSCU is to add value to the public sector.

Key Policy Recommendations

1. The MoPS and the CSCU should develop a strategic plan to guide the College's planning and budgeting operations.
2. The MoPS and the Ministry of Local Government (MoLG) in consultation with various stakeholders should review the current public service training policy and training manuals in line with the national priorities and the public service reforms.

3. The MoPS, MoLG and the CSCU in consultation with various stakeholders should develop a comprehensive monitoring and evaluation mechanism to determine the impact of trainings at individual and organizational levels and return on investment.
4. The MFPED and MoPS should coordinate with Parliament and elevate the CSCU to an autonomous status to enable its smooth operations. The College should then have a Board for policy guidance.
5. The MFPED and MoPS should review the CSCU staffing structure and recruit professional, highly motivated staff and trainers. Additionally, the CSCU should hire external consultants to coach and mentor key staff in human resource planning and development in the public sector.
6. The Permanent Secretary MoPS in liaison with the Directorate of Managements Services should realign the mandates and functions of the different departments in line with the MoPS new approved structure to avoid duplication of work.

References

- BMAU Semi Annual Reports FY2014/5 to FY2016/7
- Ministerial Policy Statements MoPS FY 2014/5 to FY 2016/7
- The Second National Development Plan (NDP11) 2015/16-2019/20
- Transformation Policy Paper, Ministry of Public Service, 2013

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