Public Sector Transformation Programme

Semi-Annual Budget Monitoring Report

Financial Year 2023/24

March 2024

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

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS

BSC	Balance Scorecard
CAO	Chief Administrative Officer
CMA	Capital Markets Authority
CSCU	Civil Service College Uganda
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
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
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
MGLSD	Ministry of Gender, Labour and Social Development
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
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
UHTTI	Uganda Hotel and Tourism Training Institute
EOC	Equal Opportunities Commission
UBOS	Uganda Bureau of Statistics
OAG	Office of the Auditor General

FOREWORD

At the start of this Financial Year 2023/24, the Government of Uganda outlined strategies to accelerate the country's economic growth agenda. Some of these strategies centered on enhanced domestic revenue mobilization and collection, and effective implementation of various initiatives to improve the efficiency and effectiveness of government programs and projects.

Within your programmes, I urge you to undertake a comprehensive reflective exercise to find out if indeed the interventions being implemented are achieving the true essence of efficiency and effectiveness. If not, why? How can this situation be remedied? Without efficiency and effectiveness, the impact and the ensuing sustainability from the interventions will not be achieved, thus reducing the opportunities for investment in new and more productive ventures.

The government is concerned that some programmes have stagnated at fair performance over the years, although they receive a considerable amount of their budgets annually. These monitoring findings form a very important building block upon which the programmes can begin the reflective exercise. I will be happy to hear your ideas on how the last-mile service delivery can be improved.

Ramathan Ggoobi
Permanent Secretary/Secretary to the Treasury

EXECUTIVE SUMMARY

The Public Sector Transformation (PST) Programme aligns with the objectives of the Third National Development Plan (NDPIII) by enhancing the state's role in guiding development. The program aims to improve government effectiveness, public service productivity, global competitiveness, and perception of corruption. Its goals include strengthening accountability, streamlining Government structures, enhancing human resource management, promoting decentralization and citizen participation, and combating corruption. The Ministry of Public Service (MoPS) leads the implementation of this programme.

This report presents monitoring findings for the Programme's interventions for the budget execution period from 1st July to 31st December 2023.

Overall Programme Performance

The approved budget for the Public Sector Transformation Programme in FY2023/24 was Ug shs 228.653 billion (bn), of which Ug shs 117.499bn (51.4%) was released and Ug shs 97.692bn (83.1%) spent by 31st December 2023. This was fair release and absorption at 51.4% and 83.1% respectively.

The overall half-year performance of the PST interventions was fair at 54%. This was attributed to poor strategic planning, budgeting, and setting of unrealistic performance targets within the Ministry of Public Service and other institutions that resulted in duplication of some planned activities.

Strengthening accountability for results across Government Sub-programme

The overall performance of the sub-programme was fair at 56%, with all three interventions showing fair performance. This was primarily because a significant portion of the funds was allocated to technical support, leading to partial implementation of planned activities. A total of Ug shs 0.342 million was expended on allowances. The MoPS played a pivotal role in supporting the implementation of client charters and feedback mechanisms across 5 ministries, departments, and agencies (MDAs) as well as 6 local governments (LGs). However, the implementation of client charters in LGs remained minimal and most charters were expired, although feedback mechanisms were in place.

Efforts to develop and implement service delivery standards (SDS) in 8 MDAs and 24 LGs, resulted in improved service delivery, enhanced accountability, and increased citizen satisfaction. Costed service delivery standards were developed and distributed by MoPS to 12 LGs however, implementation was still minimal. The Pearl of Africa Institutional Performance Assessment Scorecard (PAIPAS) aimed to promote responsiveness, transparency, and accountability in service delivery while fostering healthy competition between institutions. However, the application of PAIPAS fell short of the planned targets, with administrations in only 3 MDAs, 27 LGs and 1 city. Dissemination of results from the National Service Delivery Survey (NSDS) in 4 cities and 3 District Local Governments (DLGs) facilitated informed decision-making and policy formulation.

The Inspectorate of Government (IG) worked on enforcing compliance with rules and regulations, concluding investigations into breaches of the leadership code and making recommendations for corrective actions, IG supported the re-activation of grievance handling mechanisms in 6 DLGs. The IG concluded 156 investigations into the breaches of the leadership code, of which 11 were on false declarations and 145 on non-declarations. Arising

from the investigations various recommendations were made including a prosecution of 42 Public Officials at the Leadership Code Tribunal (LCT) refund of Ug shs. 43,314,015. Investigations for 124 cases were ongoing.

Refresher training in performance management was conducted by the MoPS in 10 MDAs and 10 LGs of the planned 40 LGs, and 13 MDAs with 462 participants trained. The training aimed to strengthen staff performance and compliance with performance management initiatives. Despite the training the performance initiatives in most LGs visited are still weak.

Government Staffing Structures and Systems Sub-programme

The overall sub-programme performance was fair at 56%. The fair performance of both interventions - review and develop management and operational structures, systems and standards; and rationalize and harmonize policies to support public service delivery was due to discrepancies between planned outputs and the sub-programme, lack of follow-ups on re-engineered systems, and inadequate mapping of policies, systems and standards.

The sub-programme undertook extensive restructuring efforts in 4 ministries and 8 agencies to enhance staffing structures and operational efficiency. Seven MDAs underwent review and development of staffing structures. This included the Aircraft Accident and Incident Investigations Unit, Civil Aviation Appeals Tribunal, East African Civil Aviation Academy – Soroti, Hoima School of Nursing and Midwifery, Kampala City Council Authority (KCCA), Markets' Structure, and a draft report on the comprehensive restructuring of Ministry of Internal Affairs (MoIA). The restructuring process for 23 core primary teachers' colleges commenced during the review period.

Uploading the approved structures and staff establishment data on the Integrated Personnel and Payroll System (IPPS) and Human Capital Management (HCM) platforms contributed to improved salary payment processes and enhanced organizational management.

The MoPS conducted a comprehensive sensitization program for 374 senior and middle managers, including Permanent Secretaries, Executive Directors, Chief Administrative Officers (CAOs), and Town Clerks. The focus was on the establishment and operationalization of Service Uganda Centres. Following these efforts, Service Uganda Centres have been successfully established and operationalized. Specifically, Regional Service Uganda Centres in Hoima and Kasese were established, launched, and are now fully operational under the guidance of the MoPS.

Strategic Human Resource Management Sub-programme

The overall performance of the sub-programme was fair at 54%, attributed to the slow implementation of HCM, many planned outputs lacked strategic value and were not in line with the sub-programme objectives, and some were redundant, such as rewards and sanctions. Other planned activities especially under human resource (HR) policies were not in tandem with the intervention, and in some instances, the planned activities were duplicated hence a wastage of resources.

Early life support was provided to 160 sites, focusing on payroll processing, module functionalities, data capture, and alignment, with weekly online webinars offering support and refresher training on HCM. Although 140 out of the 160 sites were migrated to HCM, challenges persist, such as some staffing positions not being on the HCM structure, especially in the education and health sectors resulting in drop-offs and accumulation of salary arrears.

Despite technical support and supervision in decentralised payroll management from the MoPS irregularities persist in payroll management across MDAs and LGs, including salary payments using incorrect salary scales, resulting in significant financial losses for the Government. Recoveries on overpayments remain minimal in LGs. Over recruitments caused persistent wage shortfalls, especially in Namisindwa District where there were over-recruitments of extension staff, community development officers and human resources officers. Additionally, the payroll was not aligned to substantive positions.

Regarding salary, pension, and gratuity arrears, the Ministry of Finance, Planning and Economic Development (MFPED) released Ug shs 10,665,507,282 and Ug shs 49,244,808,134 for FY 2023/24 for MDAs and LGs. Ug shs 2,833,019,210 was accounted for. The slow accountability was due to the laxity of some Accounting Officers and Human Resource Officers.

In some cases, in the newly created districts, officers lack skills in the interpretation of circular standing instructions and the guidelines from MoPS and MFPED which leads to delays and non-compliance with regulations. This was evident in the districts of Manafwa, Namisindwa, Nakaseke, and Nakasongola. The districts that received the biggest share of pension and gratuity arrears included: Mukono, Lira, Kitgum, and Kabale, while those with salary arrears included Mbarara City, Arua, Kaabong, Kumi, Kyenjojo, and Terego ranging from Ug shs 2-3bn.

Decentralization and Local Economic Development Sub-programme

Overall performance of the sub-programme was fair at 54%, with all three interventions attaining a fair score. These interventions sought to strengthen the collaboration of all stakeholders to promote Local Economic Development (LED), operationalize the Parish Development Model (PDM), and build fiscal decentralisation and self-reliance capacity which was attributed to the implementation of planned outputs not in line with the intervention.

A total of 20 LGs from all regions were supported to develop LED strategies. Field findings showed that Pallisa and Bukedea districts had LED strategies, however, the majority of LGs lacked LED initiatives because of budget shortfalls and capacity issues.

Under the build fiscal decentralisation and self-reliance capacity intervention, the grants allocation formula and the seven program conditional grants were scrutinized and evaluated in light of sector policies. In addition, cross-cutting issues like poverty, HIV/AIDS, gender and environment were in-built. This ensured that issues of inclusiveness were taken care of in the conditional and unconditional grants in LGs.

Eight monitoring out of the planned 18 visits were conducted in the sub-regions of Western, Eastern, Northern, and Bunyoro to assess compliance with the seven pillars of PDM on work plans and budgets, create awareness and sensitize the public on the PDM modalities.

Business Process Re-engineering and Information Management Sub-programme

The overall sub-programme performance was fair at 52% attributed to limited capacity to comprehensively grasp and implement the goals of this intervention across the entire Public Service. However, the MoPS planned outputs were budgeted for under Government structures.

By the end of the first quarter of FY2023/24, 83 institutions had accessed and verified 15,533,829 records from the National Identification Register (NIR) using the Third-Party Interface (TPI). This interface has reduced fraudulent practices like multiple land registrations and ghost employees on the government payroll.

Programme Challenges

1. Despite efforts, payroll irregularities persist in LGs particularly concerning incorrect payments and delays in removing retired or dead staff, especially within the health and education sectors. Irregular recruitments, particularly in primary and secondary schools exacerbate these challenges.
2. Challenges in the rollout of the Human Capital Management system persist, with instances of staff being dropped from the system due to the lack of staffing structures, particularly in the health and education sectors.
3. The freeze on recruitment in LGs adversely impacted service delivery in the districts, cities, and municipalities. Despite an average staffing level at the district level of 57%, this freeze hampers effective operations and service provision.
4. The MoPS has not conducted clear assessments on systems and policies to be reengineered or updated within the public sector, contributing to ongoing challenges and inefficiencies.
5. Political conflicts in some LGs have resulted in delays in nominating members to District Service Commissions (DSCs) thus disrupting service delivery and hindering the implementation of recruitment plans and effective payroll management. Notable examples in LGs include Mukono, Masindi, Kikuube, and Nakasongola.
6. Corruption in the DSCs during recruitment was widespread, particularly impacting service delivery in Busia, Pallisa, Budaka and Namisindwa districts amongst others.

Recommendations

1. The MoPS and the MFPED should prioritize the swift rollout of the Human Capital Management system to address persistent payroll irregularities within the government.
2. The MoPS and MoLG should establish a structured process for regular data verification and validation, ensuring alignment between staffing structures in the HCM system and actual staffing needs in the health and education sectors. This process may involve periodic audits and cross-referencing with official records to maintain accuracy.
3. The MoPS should conduct a comprehensive review of strategic critical positions crucial for sustaining and enhancing service delivery at the district, city, and municipal levels. Additionally, MoPS should conduct a mapping exercise of existing systems and HR policies, culminating in a clear report outlining recommendations for reengineered systems and updated policies.
4. The MoLG should intervene in political disputes among LGs that impede the nomination of DSCs. Such interventions are crucial for mitigating conflicts and ensuring uninterrupted service delivery.
5. The MoPS should spearhead the use of technology such as online application portals and tracking systems to make the recruitment process more transparent and reduce opportunities for corruption.

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.

Commencing FY 2021/22, the BMAU began undertaking Programme-Based Monitoring to assess performance against targets and outcomes in the Programme Implementation Action Plans (PIAPs)/Ministerial Policy Statements. Semi-annual and annual field monitoring of Government programmes and projects was undertaken to verify receipt and expenditure of funds by the user entities and beneficiaries, the outputs and intermediate outcomes achieved, and the level of gender and equity compliance in the budget execution processes. The monitoring also reviewed the level of cohesion between sub-programmes and noted implementation challenges.

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 presents findings from monitoring the Public Sector Transformation Programme for the budget execution period from 1ˢᵗ July to 31ˢᵗ December 2023.

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) Human Resource Management; (iv) Deepening Decentralization and Local Economic Development; (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; Business Process Re-Engineering and Information Management.

1.5   Programme Key Results

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

i.   Increase the Government Effectiveness Index from -0.58 to 0.57%.

ii.   Reduce corruption as measured by the corruption perception index from 26% to 48.9%.

iii.   Increase the attractiveness of Uganda as an investment destination as measured by the Global Competitiveness Index from 48.9% to 26%.

CHAPTER 2: METHODOLOGY

2.1 Scope

This semi-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, and outputs as identified in the PIAP, Ministerial Policy Statements (MPS), semi-annual and quarterly work plans, progress and performance reports of MDAs and LGs during FY 2022/23 (1st July 2023 to 31st December 2023). The interventions, planned outputs, and MDAs/Votes/LGs are listed in Annex 1.

A total of 19 (90%) out of 21 interventions were reviewed and monitored by 31st December 2023. 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 interventions to monitor were based on the following criteria:

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

2.2   Approach and Sampling

Both qualitative and quantitative methods were used in the semi- annual monitoring Physical performance of interventions, planned outputs were assessed. The progress reported was linked to expenditure and physical performance.

To aid in the mapping of interventions against semi-annual planned targets in the Vote Ministerial Policy Statement (MPS) and quarterly work plans, a multi-stage sampling was undertaken at four levels: i) Sub-programmes, ii) Sub-sub-programmes, iii) Local Governments. Regional representation was considered 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 methods included:

   i)   Literature review from key policy documents including the MPS FY 2023/24; National and Programme Budget Framework Papers; PIAP, NDP III, quarterly progress reports and work plans for the respective implementing agencies, Budget Speech, Public Investment Plans, Approved Estimates of Revenue and Expenditure, project reports, strategic plans, policy documents, and evaluation reports for selected projects.

  ii)   Review and analysis of data from the Integrated Financial Management System (IFMS), Programme Budgeting System (PBS); quarterly performance reports, and the Integrated Personnel and Payroll System (IPPS) and the Human Capital Management (HCM) systems.

Primary data collection methods included:

   i)   Consultations and key informant interviews with institutional heads, project/intervention managers, chairpersons of pension associations and service beneficiaries at various implementation levels.

  ii)   Field visits to various cities, districts, municipalities and sub-counties, observations and photography.

 iii)   Callbacks in some cases were made to triangulate information.

2.4 Data Analysis

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

Comparative analyses were done using percentages, averages, and cross-tabulations of the outputs/interventions and the overall scores. Performance of outputs/interventions 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), 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: BMAU

Ethical Considerations

Introductory 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 beneficiaries.

2.5   Limitations

1. The Business Processing and Re-engineering, and Information Management sub-programmes had planned outputs that were budgeted for in another sub-programme-Government Staffing Structures making it difficult to assess progress both financial and physical performance.
2. The HCM budget under the Ministry of Public Service under the Resource Enhancement and Accountability Programme (REAP) was not provided despite our request and the Public Service Commission.
3. Partial payroll management information and reports were attained from MFPED and MoPS despite several requests.

2.6   Structure of the Report

The report is structured into four Chapters. These are Chapter 1 - Introduction, Chapter 2: Methodology, Chapter 3: Programme Performance, and Chapter 4: Conclusion and Recommendations respectively.

CHAPTER 3: PROGRAMME PERFORMANCE

Financial Performance

The budget allocation for the Public Sector Transformation Programme in FY2023/24 includes four sub-programmes, totalling Ug shs 228.653billion (bn), of which Ug shs 117.499bn (51.4%) was released and Ug shs 97.692bn (83.1%) spent by 31st December 2023. This was a fair release and absorption.

Physical Performance

The PST Programme's overall performance was fair at 54%. This was mainly due to in effective coordination within the Ministry of Public Service and among the implementing institutions, leading to poor planning, budgeting, and prioritization, and duplication of outputs in the five sub-programmes. Fair performance was noted within the sub-programmes of Government Structures and Systems, and Strategic Human Resource Management at 56%, Strengthening Accountability at 54%, and Decentralization and Local Economic Development at 51%.

3.1 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 four interventions include:

i)   Strengthen Public Sector Performance Management initiatives.
ii) Develop and enforce service and service delivery standards.

iii) Enforce compliance with rules and regulations.

iv) Review and strengthen the client charter feedback mechanism to enhance the public demand for accountability. The planned outputs here under were budgeted for in Public sector performance management initiatives.

These are implemented under the following entities: MoPS, MoLG, PSC, and IG.

Financial Performance

The total budget for the sub-programme in FY 2023/24 was Ug shs 1.561bn, of which Ug shs 0.807m (52%) was released, and Ug shs 0.725m (90%) spent by 31st December 2023. This was a good release and absorption.

Sub-programme Performance

The semi-annual monitoring focused on all four interventions and the overall sub-programme performance was fair at 56%. All interventions registered fair performance *(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 by 31st December 2023

Intervention	Performance Status	Remarks
Strengthening public sector performance management		Fair (achieved 51% of the planned outputs). The performance initiatives at LGs were still weak despite the trainings and absenteeism rates were high amongst primary teachers, health workers, parish chiefs, and medical consultants. However, the budgets for outputs for review and strengthen the client charter feedback mechanism to enhance the public demand for accountability.
Develop and enforce service and service delivery standards		Fair (achieved 52% of the planned outputs). Although service delivery standards were developed and disseminated, their implementation in MDAs and LGs was still minimal.
Enforce compliance with the rules and regulations		Fair (achieved 54% of the planned outputs). The IG conducted verifications of 368 of the planned 800 declarations of leaders' incomes, assets and liabilities.
Review and strengthen the client charter feedback mechanism to enhance the public demand for accountability		The planned outputs here under were budgeted for in public sector performance management initiatives.

Source: Authors' Compilation

3.1.1 Strengthening Public Sector Performance Management Sub-programme
Background
Strengthening accountability mechanisms ensures that Government officials will be held responsible for their actions and outcomes. This should include establishing clear lines of responsibility. Performance management in the public sector focuses on ensuring that government agencies and employees are meeting their goals and objectives effectively and efficiently.

This involves setting standards, monitoring and evaluating performance, providing feedback and coaching, and implementing strategies for improvement. Overall strengthening public sector management involves a comprehensive approach to enhancing effectiveness, accountability and responsiveness to the needs of citizens and stakeholders. The overall goal is to increase accountability, transparency, productivity, and the effective use of public resources to deliver high-quality services to citizens.

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 in10

MDAs and 40 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. The implementing agency is the Ministry of Public Service.

Performance at the intervention level was rated as fair at 51% attributed to lack of alignment between planned outputs and duplicated planned activities of the sub-programme objectives.

In all LGs visited, the performance management initiatives are weak with no clear guidelines and training in the implementation of the balanced scorecard and a lack of serious follow-ups by MoPS and MoLG on implementation of performance agreements in LGs and MDAs. The Human Resource Departments in most cases are involved in payroll management

Implementation of Client Charters and Feedback mechanisms in 10 MDAs and 15LGs:
The MoPS supported 7[1]MDAs and 10[2]LGs in the implementation of client charters and feedback mechanisms. The districts of Mayuge, Bugweri and Iganga had client charters running for three (3) years that have since expired, while Kaliro had an updated client charter, and Namutumba District has a five-year draft client charter. However, the development and implementation of client charters in the public service generally remains minimal. The Human Resource Department should coordinate this activity however, in most LGs visited very few HRs were implementing this, as the majority concentrate on payroll management, pension and gratuity.

There was an increase in coverage of client charter implementation from 45% to 68% in ministries, 30% to 34% in agencies, 57.8% to 90% in departments, 14% to 22% in districts, 33% in cities, 10% in municipalities, 18% in centralized tertiary institutions, and 100% in general hospitals. The best performers in terms of client charter implementation are general hospitals with 100% coverage and departments with an increase from 57.8% to 90%. The worst performer was secondary schools with 0% coverage (Figure 1).

The findings revealed that general hospitals and departments are excelling in implementing client charters, which could be attributed to a strong organizational culture, leadership commitment, and effective communication with stakeholders. On the other hand, secondary schools lag due to a lack of awareness since the initiative is still new, and they lack resources, and accountability mechanisms.

To address this, the MoPS should collaborate with the Ministry of Education and Sports (MoES) to prioritize client charter implementation in secondary schools. This can be achieved by providing training and availing resources to sectors with low coverage to enhance their understanding and implementation of client charters, ultimately improving service delivery and accountability across sectors.

---

[1]ESC, MoICT&NG, MoFA, MFPED, Ministry of East African Affairs, Ministry of Internal Affairs, Ministry of Agriculture, Animal Industry and Fisheries.
[2]Kwania DLG and Butambala DLG Jinja, City, Mayuge, Iganga, Bugweri, Namutumba, Iganga MC, Kamuli and Kaliro.

Figure 3.1: Trends of client charter coverage from FY 2022/2023 to FY 2023/24
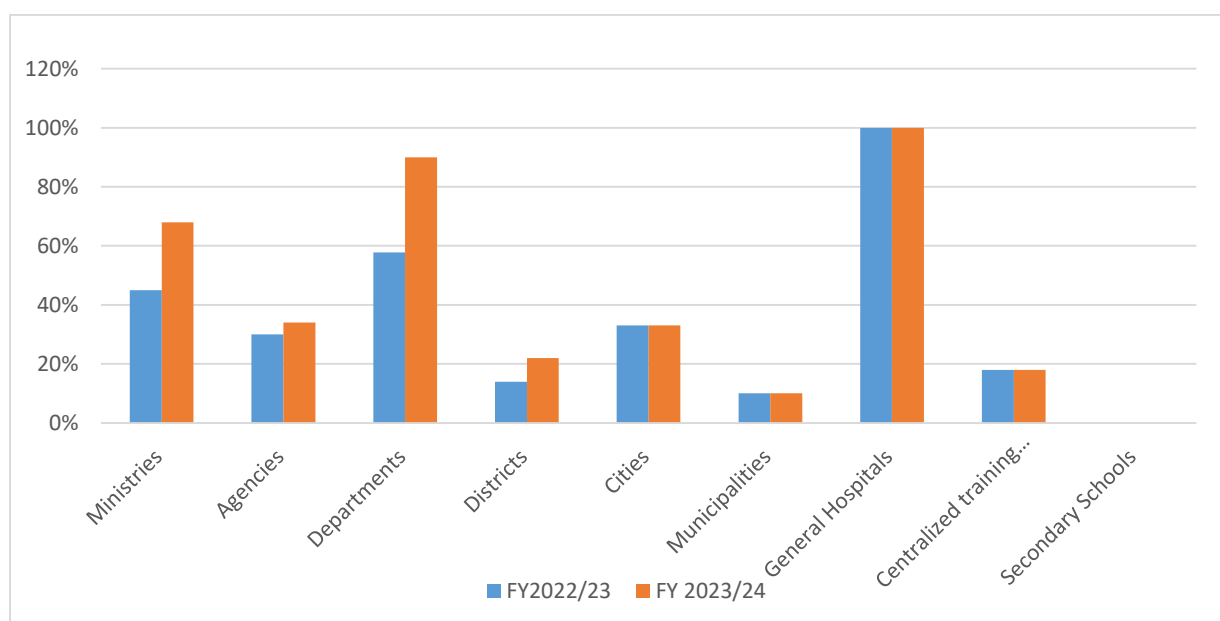
Source: Authors' Compilation

Refresher training on the development of client charters and feedback mechanisms in 5 MDAs and 40 LGS carried: Refresher training to support the development of client charters conducted in 5 MDAs and 6 LGs i.e. MoJICA, JSC, Law Reform Commission, MoFA, and 6 LGs - Kamuli, Kamuli MC, Luuka, Buyende, Kaliro and Mpigi. The MoPS issued guidelines for the development and implementation of client charters in the Public sector that LGs are adhering to. These constant short-time trainings on client charters should be demand-driven.

Attendance to Duty Monitored in 20 MDAs and 60 LGs: Attendance is a key component of accountability in the Public Sector. Attendance to duty was monitored in 6^3 out of the planned 20 MDAs, and 27^4 of the planned 60 LGs to ensure consistent presence of public officers for enhanced service delivery. However, most LGs visited had physical attendance registers for signing in and out after work and the analysis was done by human resource officers. Records indicated that the highest category of absenteeism is among the health workers who attend private clinics, medical consultants in referral hospitals, primary teachers mostly science teachers who attend private businesses and of late parish chiefs.

Compliance to Performance Management Tools Monitored in 3 MDAs and 15 LGs: The MoPS monitored compliance to Performance Management tools that included - performance plans, balance score card, performance agreements, attendance to duty, and performance review tools among others in 15 MDAs and 10 LGs. These were mostly public universities - Kabale, Mbarara, Mountains of the Moon, MUBS, Makerere University, Busitema, Soroti, Lira, Muni, Gulu, MoIA, MoJICA, Butabika NRH and Mulago Specialized Women's and Neonatal Hospital, Butabika National Mental Referral Hospital and Mulago Specialized Women's and Neonatal Hospital and in DLGs of; Pader, Agago, Kitgum, Kitgum MC, Lamwo, Lira, Lira City, Apac, Apac MC, and Kole.

---

[3] MoTIC, MoWE, MGLSD, Kawempe NRH& Butabika NRH, 5 institutions under KCCA (Kitante Hill School, Nakasero PS, Kololo High School, Kitante Primary School, and Buganda Road Primary School

[4] 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, Mpigi and Kassanda DLG.

In most districts visited, timelines for the performance management cycle are not followed when it comes to submission of summary performance reports to MoPS, and there is a need to improve the Balance Scorecard (BSC) tool to make it easier and user-friendly.

Fifteen MDAs and 40 LGs supported to link Performance Improvement Plans (PIPs) to Capacity Building Plans: A Performance Improvement Plan (PIP) is a formal process designed to help employees improve their performance when it falls below the expected standards. It includes specific goals, timelines, and regular check-ins to monitor progress. If the employee fails to meet the goals, it may lead to further disciplinary action, possibly including termination. The MoPS supported 9[5] out of the planned 15 MDAs and 19[6] of the 40 LGs were supported to link PIPs to the Capacity Building Plan. Field findings revealed that MDAs like Butabika National Referral Hospital and Mulago Secularised Women and Neonatal Hospital had not yet developed performance improvement plans while in LGs implementation was minimal.

Refresher training in performance Management conducted in 10 MDAs and 40 LGs: The MoPS conducted refresher training on Performance Management in 13[7]MDAs and 10[8]LGs, with 462 participants trained. The training aimed to strengthen staff performance and compliance with performance management initiatives. Key areas covered included an overview of performance management in the Uganda Public Service, performance management initiatives like the Balanced Scorecard, Result-Oriented Management, and Rewards and Sanctions Framework, among others. However, this is a duplicated output.

Rewards and Sanctions Committees oriented in 10 MDAs and 40 LGs in all regions: Two Rewards and Sanctions Committees in the Ministry of Agriculture, Animal Industry and Industry (MAAIF) and the MoPS, as well as 16[9] LGs underwent orientation. The orientation covered the committees' roles and responsibilities, including their authority and relationships with other departments or committees. It also included understanding rewards and recognition, sanctions and disciplinary procedures, and training on fair and consistent decision-making. The goal was to equip committee members with the knowledge and skills needed to effectively carry out their responsibilities fairly and consistently.

3.1.3 Develop and Enforce Service and Service Delivery Standards

The planned outputs for FY 2023/24 were; i) Compliance inspections undertaken in 16 MDAs and 40 LGs for compliance to Service Delivery Standards; ii) E-inspection tool piloted in 8MDAs and 10 LGs; iii) Pearl of Africa Institutional Performance Assessment Scorecard (PAIPAS) administered in 16 MDAs and 40 LGs;(iv) Service Delivery Standards developed and disseminated in 8MDAs and 24 LGs; (v) National Service delivery survey 2021 results disseminated in 5DLGs.The implementing entity is the Ministry of Public Service. Overall intervention performance was fair at 52%.

---

[5] MoIA, MoJICA, Butabika NRH, Mulago Women's Hospital, Directorate of Ethics, Internal Affairs, Kabale RRH, Jinja RRH, EOC.

[6] DLGs of Pader, Agago, Kitgum, Lira, Lamwo, Apac, Kole, Mbarara, Jinja, and municipalities of Kitgum, Apac, Bushenyi Ishaka, Kabale, Ntungamo, Busia, Bugiri, Iganga and Lira City.

[7] MoTIC, MoWE, MGLSD, Kawempe NRH, LRC, MoES, Kabale University, EOC, MoPS, OAG, MoJCA, UAC, and Butabika NRH

[8]Oyam, Omoro, Nwoya, Pakwach, Amuru, Nebbi, Nebbi MC, Zombo, Gulu, Gulu City.

[9] Tororo MC, Budaka, Kibuku, Mbale City, Mbale, Manafwa, Namisindwa, Bukwo, Kapchorwa, Kapchorwa MC, Sironko, Kumi, Kumi MC, Bukedea, Paliisa.

Compliance inspection undertaken: The joint inspections were done with the ministries of health, education, water, and agriculture to promote compliance with service delivery standards, rules, regulations and procedures. Three MDAs - MGLSD, Ministry of Trade, Industry and Cooperatives (MoTIC), Directorate of Ethics and Integrity(DEI), and 28[10] LGs were inspected for Compliance with Service Delivery Standards. The LGs monitored included Mubende, and Lira, where service delivery facilities under the education, water, works and health, agriculture, and social development departments were inspected.

In Mubende District under the education sector, the compliance rate for performance appraisal was reported to be at 100% for teachers hence improved service delivery. Lira District holds weekly performance review meetings with all health facility in-charges using the results as a base funding to improve performance and its effectiveness.

E-inspection tool piloted in 8 MDAs and 10 LGs: The tool was designed by MoPS for all Accounting Officers in government entities to do self-assessments which will be cost-saving in terms of transportation to different entities like LGs, increased scope and coverage, real-time reporting. Physical verifications will be done in case of overrated performances of entities. E-inspection was conducted in MAAIF, Uganda Virus Research Institute, Kiruddu Specialized Hospital, Uganda Cancer Institute and OPM. However, at the request of the five intended institutions, the E-inspections were rescheduled.

Pearl of Africa Institutional Performance Assessment Scorecard (PAIPAS) applied in 20 MDAs and 40 LGs: PAIPAS was administered in 3 [11]MDAs, 27[12] LGs and 1 city. This was meant to promote responsiveness, transparency and accountability for service delivery and to enhance healthy competition between institutions. Institutions performed better in the management of resources, system processing and leadership and strategy perspective, However, citizen/client/customer perspective was still rated low.

Service Delivery Standards developed and disseminated in 8 MDAs and 24 LGs The Costed Service Delivery Standards were distributed to 12 DLGs including Bukedea, Butebo, Ngora, Oyam, Apac, Kwania, Kazo, Kiruhura, Lwengo, Pallisa, Kibuku, and Budaka. However, the implementation of these standards was minimal in these districts, necessitating follow-ups by the MoPS. It is the responsibility of all MDAs and LGs to integrate and comply with the Costed Service Delivery Standards to ensure that service delivery meets the required quality standards and is provided within the minimum budget/cost requirements.

Findings of the National Service Delivery Survey disseminated in 5 DLGs: This was developed to know the perceptions of service recipients towards Government services in all sectors. The NSDS results were disseminated in the cities of Mbarara, Lira, Soroti, Mbale, and DLGs of Soroti, Mbale and Lira.

3.1.4 Enforce Compliance with the Rules and Regulations

The overall intervention performance was fair at 54%. The key 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 officials declaration received by IG; iv) Ombudsman complaints handling system in 20

---

[10]Butaleja, Budaka, Butebo, Ntungamo, Rubanda, Rukiga, Kibaale, Mpigi, Mubende, Kapelebyong, Napak and Katakwi, Mbale, Pallisa, Jinja, Kalaki, Kaberamaido, Kumi, Lira, Dokolo, Kole, Mbarara, Lyantonde, Rakai and Kyotera and Municipalities of Kumi, Lira and Mbale City.

[11] MGLSD, MoT&C and DEI

[12] Butaleja, Budaka, Butebo, Ntungamo, Rubanda, Rukiga, Kibaale, Mpigi, Mubende, Kapelebyong, Napak, and Katakwi. Mbale, Pallisa, Jinja, Kalaki, Kaberamaido, Kumi, Lira, Dokolo, Kole, Mbarara, Lyantonde, Rakai and Kyotera and Municipalities of Kumi, Lira and Mbale City.

MDALGs Improved; v) Ombudsman complaints handling system in 20 MDALGs Improved; vi) 10 systems procedures and practices of MDALGs reviewed and recommendations made; vii) Implementation of 65% recommendations from system reviews or investigations followed -up. Other outputs include; viii) 560 Ombudsman investigations conducted; ix) Disciplinary cases with complete submissions considered and concluded;

The lead implementing agencies are IG, MoPS, PSC and MoLG.

One hundred breaches of the leadership code investigated and completed: The IG concluded 156 investigations into the breaches of the leadership code, of which 11 were false declarations and 145 were non-declarations. Arising from the investigations various recommendations were made including a prosecution of 42 public officials at the LCT refund of Ug shs. 43,314,015. Investigations for 124 cases were ongoing.

Eight hundred verifications of leaders' assets and liabilities conducted: IG conducted verifications of 368 declarations of leaders' incomes, assets and liabilities. Physical verifications were 78, and E-verifications were 290.

Compliance rate of 95% of leaders and public official's declaration received by IG: A total of 383 leaders who had not declared during the previous period were allowed to file after contacting their respective MDAs to update their leadership status. By the end of the first quarter, IG had cumulatively received submissions from 26,791 leaders out of the approximately 32,617 expected submissions. This raised the compliance rate of leaders' declarations to 82.1%.

Ombudsman complaints handling system in 20 MDALGs Improved: The IG supported the re-activation of grievance handling mechanisms in six DLGs - Kumi, Hoima, Iganga Masindi, Mityana and Tororo.

Ten systems procedures and practices of MDALGs reviewed and recommendations made: The IG concluded 01 system review at KCCA. Reviews in 10 MDALGs were ongoing. The review was related to the appointment of the Director of Education and Social Services in KCCA. The IG made recommendations to the appointing authority.

Implementation of 65% recommendations from system reviews or investigations followed-up: Followed-up implementation of all recommendations from system reviews/investigations. At least 21% of the recommendations were implemented and from the follow-up, 27 staff were dismissed, 55 were cautioned, and 30 deleted from the government payroll, while 129 were still appearing before disciplinary committees. A total of 31 defects in various projects were rectified as a result of IG orders and work resumed smoothly.

560 Ombudsman investigations conducted: The IG concluded 221 investigations of Ombudsman complaints in MDAs (47) and LGs (174). Of these, 06 were resolved through Alternative Dispute Resolution (ADR) mechanisms. Resulting from the ombudsman investigations and ADRs. A total of 92 citizens were able to directly access services, and a total of Ug shs 1,194,090,665 in the form of unpaid employment benefits was subsequently paid to individual complainants. A total of 45 boardroom sessions and 9 impromptu spot checks were conducted. Hiccups related to mismanagement, delay of payments, victimization and delay of service delivery among others at different entities were identified and sorted without delay, whereas hiccups at different entities were identified and sorted without delay.

Disciplinary cases with complete submissions considered and concluded: The Public Service Commission received 18 submissions for disciplinary action and 16 of these cases were handled translating to 89% out of the targeted 95% of disciplinary cases with complete submissions considered and concluded. The cases ranged from abandonment of duty and resignation to dismissals from the Public Service.

Challenges
1. Duplication of planned outputs under the sub-programme and the activities were not directly aligned with the objective of the intervention.
2. Delays in implementation of IG recommendations issued to various MDALGs due to lack of complacency.

Recommendation
The Programme Working Group and respective departments should realign the interventions with the planned outputs.

3.1.5 Sub-programme Conclusion

The Strengthening Public Sector Performance Management Sub-programme attained fair performance, with partial planned outputs achieved in MoPS. However, in some aspects, the planned outputs were duplicated thus a wastage of resources. Especially on capacity building initiatives in public sector management training, development and implementation is still poor in LGs visited despite constant trainings. However, IG achieved most of the planned outputs. Service delivery standards though in place were not adhered to and service delivery complaints are still rampant in the health, education and payroll management issues in LGs.

3.2 Government Structures and Systems Sub-programme

Introduction

The goal is to enhance the efficiency and effectiveness of Government service delivery by optimizing Government architecture. The sub-programme has two interventions: i) Reviewing and enhancing management and operational structures, systems, and standards, and ii) Aligning and consolidating policies to bolster public service delivery. The Ministry of Public Service is the lead agency.

Financial Performance

The total approved budget for FY 2023/24 was Ug shs 5.269bn, of which Ug shs 2.526bn (48%) was released and Ug shs 2.148bn (85%) spent by 31st December 2023. This was poor release and good absorption.

Sub-programme Performance
The interventions were analysed resulting fair performance of 56%. This was attributed to some planned outputs not being in line with the intervention, and there were no clear assessments of policies, and systems in the Public Sector to ascertain what was planned for systems reengineered. Table 3.3 gives an overview of detailed intervention performance, while more detailed information on the sub-programme, interventions, and output performance can be found in Annex 3.

Table 3.3: Overview of the Interventions Performance by 31st December 2023

Intervention	Performance Status	Remarks
Review and develop management and operational structures, systems and standards		Fair performance as 55% of the planned outputs were achieved. Structures for 15 of the planned 35 DLGs were uploaded on IPPS. Thirty-eight newly granted aided primary schools and 46 Secondary schools taken up by the government were uploaded on IPPS.
Rationalize and harmonize policies to support public service delivery.		Fair performance as 63% of the targets were achieved. Schemes of Service were developed for only 8 of the 16 planned job cadres in the Public Service.

Source: Authors' Compilation

The performance details of the interventions within the Government Structures and Systems Sub-programme are discussed hereafter:

3.2.1 Review and Develop Management and Staff Structures, Systems and Standards

The key planned outputs for FY 2023/24 are: i) Comprehensive restructuring of 4 Ministries and 8 Agencies undertaken; Structures for 11 LGs customized; ii) Approved Structures and staff establishment data for 56 MDAs and 35LGs uploaded on IPPS and HCM and iii) Structures for 18 Ministries and 69 Agencies under RAPEX adjusted and amended in line with the Cabinet decision and actual costs for implementation determined; iv) Three (3) Service Commissions (Public Service Commission, Health Service Commission and Education Service Commission) sensitized on the implementation of Structures for the Rationalized Government Agencies; v) Technical support on implementation of structures for the sixty-nine (69) Rationalized Government Agencies provided; vi) Technical Support provided to 20 MDAs and 35 LGs on Implementation of approved structures Others included: vii) PDM structures for 30 LGs reviewed and supported in implementation; viii) Twenty(20) management analysts trained and professionalized in management services.

The implementing entity is the MoPS, and the performance of the intervention was fair at 55%.

Comprehensive restructuring of 4 ministries and 8 agencies undertaken; and structures for 11 LGs customized: The staffing structures for 7 MDAs were reviewed and developed for implementation. These included: The Aircraft Accident and Incident Investigations Unit, Civil Aviation Appeals Tribunal, The East African Civil Aviation Academy – Soroti, Hoima School of Nursing and Midwifery, Markets' Structure for Kampala City Council Authority(KCCA), and a draft report on the comprehensive restructuring of Ministry of Internal Affairs (MoIA) was prepared. Field reports for the structures of the 23 Core Primary Teachers College under the Ministry of Education and Sports (MoES) were prepared.

Approved Structures and staff establishment data for 56 MDAs and 35 LGs uploaded on IPPS and HCM: Structures for 15[13] DLGs were uploaded on IPPS. Thirty-eight newly grant-

---

[13] Kapyelabyong DLG (3 TCs), Kisoro DLG (3 HCIV's, 9 TCs & 7 HCIII's). Omoro DLG (2 TCs), Bukedea DLG (1 TC), Kalaki DLG (1 HCIV&1TC), Bukwo DLG (6 SCs, 3 TCs & 1 HCIV), Kibaale DLG (2 HCIVs,

aided primary schools and 46 secondary schools taken up by the government were uploaded on IPPS. Technical support to vote holders on establishment control was provided to 5 MDAs and 5LGs i.e. MGLSD, MoES, MoH, UVRI and Entebbe RRH, Bubaare, Bukiro, Kagongi, Kashare and Rubaya HC IIIs under Mbarara DLG, Mpigi DLG, Lira DLG, Bushenyi Ishaka MC and Hoima City.

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 legal framework that established the affected entities by Rationalized Government Agencies (RAPEX) was approved by the Cabinet.

Three service commissions (Public Service Commission, Health Service Commission and Education Service Commission) sensitized on the implementation of Structures for the Rationalized Government Agencies: The technical document on the appeal of service commissions against their merger was prepared and submitted by MoPS. The management of the service commissions was sensitized and updated on the progress of RAPEX. The outcome of the appeal was to uphold the principles of good governance and accountability in the public service, leading to a more efficient and effective government administration.

Technical support on implementation of structures for the sixty-nine (69) Rationalized Government Agencies provided: The Ministry of Public Service provided technical support on the implementation of structures for the RAPEX to 29 [14]MDAs.

Technical Support provided to 20 MDAs and 35 LGs on Implementation of approved structures: Technical support was provided to 21[15] MDAs, 19 [16]LGs and 2 cities of Jinja and Hoima in implementing approved structures.

PDM structures for 30 LGs reviewed and supported in implementation: Parish Development Model structures for 25[17] TCs were reviewed and supported in the implementation of PDM.

Twenty (20) management analysts trained and professionalized in management services: Nine management analysts were trained for a certificate of competence in management services

---

6HCIII's, 1 TC & 2 SCs), Sembabule DLG (1 TC), Kagadi DLG (10 SC's), Namutumba DLG (5 TCs & 6 SCs), Kibuku DLG (4 TCs), Karenga DLG (2TCs), Pakwach DLG (1 TC & 2 SCs), Kisoro DLG (3 HCIVs & 7 HCIII), Kumi DLG (1 HCIV).

[14] Uganda Electricity Transmission Company LTD, National Councils for Persons with Disabilities, UNMA, AHPC, UNRA, UBTEB, UERB, UNMEB, EOC, UHRC, UNMC, MoW&T, MEMD, MEMD, MW&T, MoIA, MWE, MAAIF, NIRA, URSB, UNRA, URF, UCDA, DDA, NAADS, NARO, CDA, UEGCL and UNMEB.

[15] IGG, OP, Soroti University, MoLG, Busitema University, Ntinda Vocational Training Institute, Uganda Anesthetic Officers Association, Gulu University, UCI, UPS, MoES, OPM, MoW&T, MoH, MAAIF, MoGLSD, UHRC, UCI and Lira University.

[16] Busia MC, Budaka DLG, Ibanda MC, Hoima DLG, Kisoro DLG, Kibaale DLG, Kiboga DLG, Sheema DLG, Masaka City, Kiruhura DLG, Kira MC, Nakapiripirit DLG, Kapchorwa DLG, Butambala DLG, Agago DLG, Luwero DLG, Kisoro DLG, Kanungu DLG, Kwania DLG, Manafwa DLG, Dokolo DLG, Pakwach DLG, Rakai DLG, Kalangala DLG, Kumi, MC, Masindi MC, Iganga MC, and Lira.

[17] Napak DLG (Kangole TC, Lokiteded TC, Matany TC); 4 Town councils of Kalenga DLG (Kathie TC, Kalapata TC, Kidepo TC, Kadepo TC); 5 Town councils of Otuke DLG (Olilim TC, Okwongo TC, Okwang TC, Barjobi TC, Adwari TC); 6 Town councils of Bundibugyo DLG (Lwamata TC, Endiinzi TC, Ntandi TC, Nabumali TC, Busunga TC, Buganikire TC), Nadunget TC of Moroto DLG, Obalanga, Akowa and Akore TCs in Kapelebyong DLG, Kongunga TC in Bukedea DLG, Ntuusi TC in Sembabule DLG.

by the Uganda Management Institute (UMI). A curriculum was also developed in collaboration with UMI for a professional training program leading to a Diploma in Management Services.

Nineteen (19) regional hosting centres engaged and sensitised on Establishment and operationalisation of Service Uganda Centres: Nineteen regional hosting centres were engaged and sensitized on the establishment and operationalization of Service Uganda Centers. Sensitization campaigns were conducted through TV talk shows such as UBC and Star TV to raise awareness about the importance of these centres.

Two Service Uganda Centres (SUCs) established and operationalized: Service Uganda Centres are one-stop service delivery points established by the Government of Uganda to provide a wide range of public services to citizens and businesses conveniently and efficiently. SUCs were budgeted for in Government Structures instead of the Business Re-engineering and Information Management Sub-programme.

These centres aim to streamline and simplify access to government services by bringing together multiple government agencies and services under one roof, including business registration, land services, tax services, licensing, permits, and various other government-related services. The goal of Service Uganda Centres is to enhance service delivery, reduce bureaucratic hurdles, and improve the overall customer experience when interacting with government agencies.

The Hoima Regional Service Uganda Centre was established, launched, and is now operational. Additionally, an MoU was signed with Posta-Uganda to host the Kampala Regional Service Uganda Centre, and a roadmap for its establishment and operationalization has been prepared. A meeting was also held with various government agencies to discuss the draft bills of quantities for the establishment and operationalization of the Kampala Regional Service Uganda Centre.

Service desks were provided to different institutions in the Hoima Service Uganda Centre and space was still available for more institutions which will express interest in taking part in the Service Delivery Model as stipulated in figure 3.3.

Figure 3.3: Trends of clientele served at Hoima Service Centre as of 28ᵗʰ July 2023 to 31ˢᵗ December 2023
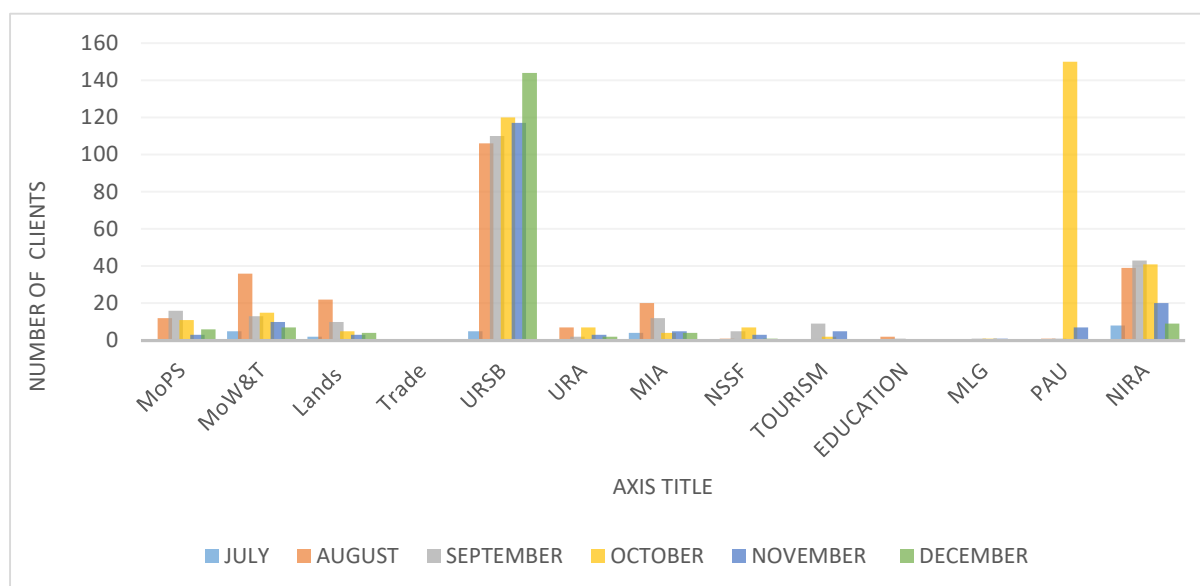
Source: Hoima Service Centre

The Uganda Registration Service Bureau (URSB) has become the highest MDA with many clients due to its strategic decision to establish the centre as its daily working office. This facilitated easier access for clients and streamlined the service delivery process. On the other hand, some MDAs such as the MoES, MoLG, Ministry of Tourism, Wildlife and Antiquities, and others have the least number of clients due to the absence of offices at the one-stop centre, making it more challenging for clients to access their services.

Field findings revealed that Hoima Service Uganda Centre is facing challenges with community awareness, as many people are unaware of its existence. To address this issue, it is suggested that the centre should be advertised through local media such as radio and public gatherings. The missing MDAs should take up the space at the centre.

Re-engineering of management systems key outputs included: Four government business processes re-engineered Management and Supply of Drugs System, MoH Land Registration System, MLHUD, Academic Management System under Kyambogo University and Distribution of Agricultural Inputs System; ii) Performance of 2 service delivery systems reviewed and monitored i.e Civil Registration System, NIRA and systems under UNBS, and iii) 40 stakeholders sensitised on business process improvement this was not implemented due to budget constraints.

Government Business Processes Re-engineered: The current system of academic coordination, supervision, and management under Kyambogo University has had its process narratives developed. Additionally, systems and processes under the Imports Inspection Department and Standards development at the Uganda National Bureau of Standards (UNBS) were documented and mapped.

Performance of 2 service delivery systems reviewed and monitored i.e. Civil Registration System, NIRA and systems under UNBS: The case management system used under the Directorate of Public Prosecution was monitored to streamline and improve the management of cases within the organization. This system helps in organizing and tracking various aspects

of the prosecution process, ensuring effective case handling and improved efficiency. Field findings revealed that the implementation of the re-engineered process is very slow.

Records and Information Management Systems (RIMS) set up in MDAs and LGs where they are lacking. The outputs include: i) Compliance with RIM standards in 20 MDAs and 40 LGs assessed and technical support provided to address the identified gaps; ii) Capacity of 250 Records Officers built-in Records and Information Management; iii) Valuable Archival Records Acquired from 14 MDAs and 6 LGs and Preserved at National Records Centre and Archives (NRCA); iv) Reference Services offered to 400 Public Officers, Local & International Researchers; v) Archives Library set up; vi) Electronic Document Management System (EDRMS) rolled out and operationalized in 10 MDAs.

Compliance with Records and Information Management System (RIMS) standards in 20 MDAs and 40 LGs assessed and technical support provided to address the identified gaps: Five (5) RIM systems audited 11[18] MDAs & 134 [19]LGs. Field findings revealed that the mechanical workshops audited included: Gulu, Bugembe and Mbarara. The workshops maintained mainly administrative, personnel and financial records in the offices of the managers, secretaries, accounts and stores. all the workshops lacked registries and standard records management systems. The secretaries were in charge of the records, but they did not maintain any registers or lists of the files in place, were in charge of the records, but they did not maintain any registers or lists of the available files. Semi-current records were kept together with the current records. The Gulu Station reported that records of the former district works office were transferred to the MoWT Headquarters in 2009 when UNRA took over.

Capacity of 250 Records Officers Built-in Records and Information Management: 243 records officers were trained in Records and Information Management (RIM) procedures and practices, emphasizing teamwork and personal development. Additionally, one librarian received training in using Library software such as Koha and Dspace. In total, 555 officers have been sensitized in RIM, including 180 records staff and 205 individuals from various other cadres across different organizations. Despite challenges such as system failures, high staff turnover, and budget constraints, there have been noticeable improvements in institutions that received support in managing their records effectively.

---

[18] MGLSD, MoWT incl. 3 Regional Mechanical Workshops - Bugembe, Gulu &Mbarara; East African Civil Aviation Academy; Mt. Elgon Labour Based Training Centre; UNRA incl. 17 Regional Stations - Bugembe, Jinja
[19] Tororo, Soroti, Lira, Hoima, Masindi, Gulu, Moyo, Arua, Luwero, Mpigi, Masaka, Mbarara, Ibanda, Fort Portal & Mubende; 5 Weighbridges - Mbale, Luwero, Lukaya, Mbarara, &Mubende, KCCA (partial), National Women's Council, National Youth Council, National Children, Butebo, Budaka, Ntungamo, Rubanda, Rukiga, Mubende, Kibaale, Mpigi, Kapelebyong, Napak & Katakwi; 12 TCs - Kasangati, Kakiri, Namayumba, Masulita, Katabi, Kajansi, Kyengera, Kasanje, Kibaale, Kapelebyong, Butebo &Budaka; 6 General Hospitals - Busolwe, Iganga, Nakaseke Masindi, Gombe& Kalisizo. Pallisa, Mabale, Jinja, Lira, Kole, Dokolo, Mbarara, Lyantonde, Kyotera, Rakai, Kalaki, Kaberamaido & Kumi; 1City- Jinja; 1 MC- Kumi 1TC – Pallisa; 2 General Hospitals.

Valuable Archival Records Acquired from 14 MDAs and 6 LGs and Preserved at National Records Centre and Archives (NRCA): The MoPS appraised 12,243 semi-current records across three LGs-Kumi (309 files), Nakasongola (378 files), and Kiboga (984). Additionally, 3,392 archives were catalogued and entered into the database, with 5,819 records from the MoIA and 200 records from the MoPS. Furthermore, 490 semi-current personnel records at the National Records and Archives (NRCA) were verified and

Left: Lack of space for the appraisal files Right: Poor state of the records center with appraised records in Nakasongola District

updated in the database. The database also captured 5,819 semi-current records for the MoFA.

Field findings from Nakasongola LG revealed that appraised records were categorized by subject, assigned retention periods based on the Records Retention and Disposal Schedule, and recorded on the Records Center Transfer Forms with details such as retention period, action category, and action date. Records earmarked for disposal were listed and bundled separately from those designated for permanent preservation.

These efforts have significantly enhanced records management practices within the respective LGs and government entities. Nevertheless, the evaluated records were not transferred to NRCA, leading to continued congestion, as exemplified in Nakasongola District. The MoPS will transfer the records for archival at a later date.

Reference Services offered to 400 Public Officers, Local & International Researchers:
The MoPS provided reference services to 57 researchers, comprising 49 locals and 8 internationals, utilizing a total of 1,290 files. Education and information tours of the NRCA were conducted for 4 officers, with 3 from the British Council and 1 from the Uganda Management Institute (UMI). Additionally, 15 interns were trained, with 80 from Makerere University and others from St. Francis Institute in Hoima. The ministry responded to demand-driven reference services, consistently providing necessary records to researchers and students, enhancing research completion and increasing NRCA's popularity.

Archives library set up: In total, 1,698 entries were captured and updated in the library database. Reference services were provided to 87 users, including 72 public officers and 15 researchers, with a total of 215 materials being utilized. Additionally, lists of acquisitions were displayed monthly on the ministry website and notice boards, enhancing accessibility and transparency in the acquisition process.

Electronic Document Management System (EDRMS) rolled out and operationalized in 10 MDAs: The functionality of the EDRMS at MoPS and the Electronic Document Management Systems (EDMS) at NITA-U and NEMA was evaluated. A total of 737 personnel files were scanned in the Central Security Registry. The Makerere University Library Archives System served as a benchmark and was implemented at the Ministry of Tourism, Wildlife, and

Antiquities (MoTWA). Users found the EDRMS convenient for document retrieval and collaboration, but there were issues with inconsistent maintenance of audit trails, impacting accountability.

3.2.3 Rationalize and Harmonize Policies to Support Public Service Delivery

The overall intervention performance was fair at 63%. However, the planned outputs were not in line with the intervention. 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.

Job Descriptions and Person Specifications of 69 MDAs arising out of Rationalization reviewed and Developed: Job descriptions and person specifications were developed for only 4 MDAs - Uganda National Institute of Teacher Education (UNITE) under MoES, Ministry of East African Community Affairs (MEACA), OPM, and MoTWA. Job descriptions and person specifications of LGs were reviewed.

Schemes of Service for 16 Cadres Developed: These schemes aimed to establish clear career structures to attract, motivate, and retain qualified individuals, with a particular focus on enhancing service delivery in the public sector. Schemes of service were developed for only 8 of the 16 planned job cadres in the Public Service, including Management Analysts, Law Enforcement, Surveyors, Physical Planners, Vector Control, Physiotherapy, Ophthalmology, and Medical Imaging and Radiography.

Technical support and guidance on Job Descriptions and Schemes of Service provided to 5 MDAs and 10 LGs: Technical support and guidance on job descriptions (JDs) and schemes of service were provided to 13 MDAs and 9 LGs. These included the Ministry of Lands, Housing and Urban. Development (MLHUD), PSC, MoES, Health Service Commission (HSC), Ministry of Health (MoH), Office of the President (OP), Ministry of Justice and Constitutional Affairs (MoJCA), Surveyors Registration Board, Association for the Orthopaedic Officers Cadre, National Teachers College Unyama, Masaka City, Masindi DLG, Mpigi DLG, Arua City, Kiryandongo DLG, Iganga DLG, Mbarara City, and Lugazi MC. This has improved job clarity, defined roles, and a more structured approach to service delivery within the entities.

3.2.4 Sub-programme Conclusion

The Government Structures and Systems Sub-programme had a fair performance. Some planned outputs were not in line with the interventions. There were no clear assessments of policies, and systems in the Public Sector to ascertain what was planned for or systems reengineered. There were no constant follow-ups on the performance of the reengineered systems in place. Staffing structures and job descriptions for MDAs were reviewed, developed, and shared however rationalization and restructuring are slow and causing a lot of anxiety among staff affected. Service Uganda Centres budgets were in Government structures yet they were supposed to be in business process re-engineering and information systems.

Challenges

Misalignment of the planned activities to the two interventions and the slow pace of implementing the rationalization exercise was causing a lot of anxiety to the affected staff.

Recommendations

1. The department in consultation with the Programme Working Group should realign the planned activities to the two interventions if the sub-programme objectives are to be met.
2. The MoPS should engage business process reengineering consultants to carry out a comprehensive mapping exercise of systems to be reengineered in the Public Sector and develop a comprehensive implementation plan.
3. The MoPS should hasten the rationalization exercise as this is causing anxiety amongst affected staff.

3.3 Strategic Human Resource Management Sub-programme

Introduction

Strategic human resource management in the Public Sector involves aligning HR policies with the overall goals. objectives and national priorities. It focuses on leveraging human capital to improve organizational performance, enhance delivery and achieve strategic outputs in the public sector context. By adopting a strategic approach to HRM the public sector will enhance the capacity to attract, retain and develop talent, improve effectiveness and achieve mission and objectives. 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 Ministries, Departments and Agencies 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.

Six out of seven interventions were monitored. The interventions are implemented by the MoPS, and the Ministry of Finance, Planning and Economic Development (MFPED).

Financial Performance

The total approved budget for FY 2023/24 was Ug shs 10.495bn, of which Ug shs 5.447bn (52%) was released, and Ug shs 3.743bn (69%) was spent by 31st December 2023. This was a good release and poor expenditure attributed to the slow procurement processes under the Electronic Government Procurement (E-GP).

Sub-programme Performance

The overall performance of the monitored interventions was fair at 54% attributed to some planned outputs, not in line with the interventions and the sub-programme objectives. At the intervention level, performance was fair for all interventions, while one exhibited poor performance attributed to the achievement not being in line with the planned output. *Refer to*

Annex 4 for details of sub-programme and outputs performance. The overview of the intervention's performance is shown in Table 3.4.

Table 3.4: Overview of the Interventions Performance as at 31ˢᵗ December 2023

Intervention	Performance Status	Remarks
Undertake nurturing of civil servants through patriotic and long-term national service training		Fair (achieved 56% of planned outputs). The MoPS conducted strategic Human Resource Management training.
Empower MDAs to customize talent management.		Fair (achieved 52% of the planned outputs). Technical support was provided to all MDAs and LGs in managing the decentralized wage, pension and gratuity management by MoPS.
Design and implement a rewards and sanctions system		Rewards and Sanctions Committees were oriented in 2 MDAs and 16 LGs. However, the budgets were in strengthening accountability under Performance Management.
Roll out the Human Capital Resource Management System		Fair (achieved 61% of outputs). A readiness assessment and change management for HCM phase 3 was conducted, and HCM was rolled out to 88 LGs.
Develop and operationalize an e-document management system		However, the budget was under strengthening accountability under enforce compliance to the rules and regulations.
Review the existing legal, policy, regulatory and institutional frameworks		Fair (achieved 54%). The MoPS provided support supervision on the implementation of HR policies and procedures in 5 MDAs and 36 LGs. However, the planned outputs were not in line with the intervention and there was a duplication of the planned outputs.

Source: Authors' Compilation

Detailed performance of the interventions is presented hereafter:

3.3.1 Undertake Nurturing of Civil Servants through Patriotic and Long-Term National Service Training

The intervention attained fair performance at 56%. Four of the planned outputs were achieved, while the four were not due to limited resources. However, the planned outputs were not realistic in line with the limited resource envelope and there were no evaluation reports on all the capacity-building initiatives conducted.

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) mindset change programme developed and 400 public officers trained in mindset change (caravan); iii) communication & marketing strategy implemented through publicity enhancement interventions production and dissemination of branded publicity materials, 8 talk shows; iv) collaboration & partnerships with eight (8) similar institutions &

development partners established; v) Strategic human resource management training for 150 human resource managers in the Public Service conducted; vi) Conduct mandatory capacity building for 533 officers undertaken (caravan); vii) mid-term evaluation to establish the level of achievement in the utilization of key learnings undertaken; vii) human resource analytics curriculum designed and delivered as a mandatory course; viii) 50 officers trained in mainstreaming cross-cutting issues. The implementing entity is the Ministry of Public Service.

E-learning platform and system at the Civil Service College enhanced to integrate new online training programmes (in-house and from other entities): The canvas content management system was updated and Licenses were updated. ENABEL e-learning platform was imported by the Ministry of Public Service however there were no clear training needs assessments carried out to implement the online training.

Mindset change programme developed and 400 public officers trained in mindset change (caravan): Mindset change training sessions were conducted for 40 of the 400 public officers at Soroti Regional Referral Hospital. There is no clear mindset programme developed for the public sector to determine the implementation in the public sector.

Collaboration & Partnerships with eight (8) similar institutions & development partners established: Civil Service College Uganda (CSCU) collaborated with the Chandler Institute of Governance (CIG) in Singapore to create online course components for various subjects. These subjects included: Performance Management, Records and Information Management, Strategic Leadership and Management, and Retirement Planning and Management. The partnership aimed to develop a comprehensive curriculum for these courses, leveraging the expertise and resources of both organizations to enhance the learning experience for participants.

Strategic Human Resource Management training for 150 Human Resource Managers in the Public Service conducted: Training on Strategic Human Resource Management was provided to 67 human resource managers in ministries, public universities, and selected LGs. Despite this training, the planned activities in MoPS are still administrative in nature and the human resource managers at the LG level are not part of the team in planning at the strategic level besides most HRs are not well conversant with the PSTP Programme.

Conduct Mandatory Capacity Building for 533 Officers undertaken (caravan): The MoPS conducted an induction program for a total of 751 public officers. Due to budgetary constraints and a lack of an updated training policy, the CSCU could not implement the annual capacity-building plan and as a result, induction trainings were prioritized. The CSCU inducted 751 officers in the districts of Kalaki, Terego, Nwoya, Namayingo, Soroti Regional Referral Hospital and Kumi Municipal Council. The caravan approach is cost-effective and facilitates reaching out to bigger numbers of public officers hence the overperformance. However, there was no disaggregated data on the officers trained and serious follow-ups on the impact of the trainings.

Table 3.5: Mandatory Capacity Building undertaken by Civil Service College Uganda as at 31ˢᵗ December 2023

Institution/LG	Training Programme	Funding category	Target group	Numbers trained
Auditor General	Induction	Government of Uganda	Newly recruited staff	16
Kalaki	Induction			92
Terego	Induction, pre-retirement and exit management		Newly recruited and retired officers	142
Kumi municipal council	Induction			126
Kisoro	Induction			106
Nwoya	Induction			107
Namayingo	Induction			120
Soroti Regional Referral Hospital	Mindset change training			42
Total				**751**

Source: Authors' Compilation

3.3.2 Empower MDAs to Customize Talent Management (Attract, retain and motivate public servants

The overall intervention performance was fair at 52%. The planned outputs were not in line with the intervention.

Background

Talent management in the public sector refers to the strategic process of attracting, developing and retaining skilled and competent individuals to effectively fulfil the mission and objectives of organizations it encompasses various human resource practices and initiatives aimed at maximizing the potential and performance of staff. The key components include: recruitment and selection, employee development and training; succession planning, performance management employee engagement and retention, knowledge management, performance recognition and awards. By managing talent, public service can build high-performing teams and enhance performance. Talent management strategies help the government attract, develop and retain skilled workforce needed to address complex challenges.

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.
iii. Strategic Human Resource Management.

 The status of implementation is presented hereafter:

Management of the Public Service Wage Bill, Pension and Gratuity

The key planned outputs in FY 2023/24 included: Payroll managers trained in wage & payroll analysis in 100 LGS & 10 MDAs; ii) Guidelines on management of wage bill, salary, payroll, pension and gratuity; iii) Wage bill performance analysis and reconciliations undertaken for

the entire service; iv) Recruitment plans from MDA&LGs consolidated and staffing levels for 100 Votes tracked this was partially achieved due to limited funding; v) National Emoluments Review Board established.

Payroll managers trained in wage & payroll analysis in 100 LGS & 10MDAs: This initiative aimed to enhance payroll management for better timeliness in payments and increased transparency. Furthermore, 19 LG Human Resource Officers completed training in HR Analytics acquiring certification in the process. A total of 418 payroll managers including Human Resource Officers, Planners, Auditors, Accountants, and Responsible Officers were trained in Wage & Payroll Analysis across 101 LG Units.

Guidelines on management of Wage Bill, Salary, Payroll, Pension and Gratuity: The MoPS prepared and circulated guidelines for MDAs and LGs on the management of wage bill, salary, payroll, pension and gratuity for FY 2023/24. The salary structure for FY 2023/24 was issued on 1st July 2024.

Wage bill performance analysis and reconciliations undertaken for the entire service: The wage bill performance analysis report was in place and wage bill performance analysis and reconciliations were undertaken.

Recruitment Plans from MDAs & LGs consolidated and staffing levels for 100 Votes tracked: Recruitment plans were consolidated by MoPS and submitted to MFPED.

National Emoluments Review Board established: The establishment of the Emoluments Review Board was pending, but progress was made in preparing a draft regulatory Impact Assessment Report. A benchmarking study of the remuneration commission of Kenya and the emoluments commission of Zambia was conducted to inform the establishment of the salary body. Stakeholder consultations on the establishment of the salary body were ongoing.

Decentralized Payroll Management in MDAs and Local Governments Background

The main objective of the decentralization of the payroll was to ensure salaries and pensions are paid on time, weed out invalid records on the pension payroll including ghost employees, and promote ownership, transparency and accountability payroll by the respective institutional payroll managers. The reforms were well received in LGs with the timely release of funds and prompt payment of salaries by the 28th day of every month.

An allocation of Ug shs 59,910,315,416 was released for salary, pension, and gratuity arrears, with Ug shs10,665,507,282 for salary arrears. Only five LGs - Kaliro, Kapchorwa, Kyegegwa, Kyenjojo, and Lyantonde accounted for Ug shs 1,117,451,221 of this amount.

A total of Ug shs 49,244,808,134 was for pension and gratuity arrears, while Ug shs 2,833,019,210 accounted for by Kabarole, Kapchorwa, Kyegegwa, Lyantonde, and Rubanda Districts. However, Rubanda District showed only partial accountability in this process. The main reason for delayed accountability are laxity of some accounting officers. The salary and pension arrears were being audited. The detailed performance is shown in Table 3.5.

Table 3.5: Accountability status on Salary, Pension and Gratuity Arrears for FY 2023/24 in Ug shs billions

| Arrears	Release	Accounted funds	Funds un Accounted for	% Accounted for	% unaccounted for
Pension and Gratuity	49,244,808,134	2,833,019,210	46,411,788,92	6	94
Salary	10,665,507,282	1,117,451,221	9,548,056,061	10	90
Total	59,910,315,416	3,950,470,431	55,959,844,985		

Source: BPED, MFPED

Field findings

1. Persistent wage shortfalls were attributed to the use of the same IPFs as a basis for wage and pension allocations. However, some districts are allocated wages not even requested, as was noted in Kiryandongo and Kibaale LGs amongst others.
2. Overallocation of pension and gratuity arrears in Kiryandongo District. The estate of a primary school head teacher p was allocated Ug shs 90 million instead of Ug shs 57 million for pension and gratuity arrears.
3. Human resource officers overpay salaries in the wrong notches because some HRs can hardly interpret salary standing instructions issued by the MoPS. This was noted in Pader, Oyam, Serere, Kumi, Kagadi, Namutumba, Yumbe, Omoro, Soroti and Katakwi. In all the LGs visited there was no evidence shown for recovering the overpayments as shown in Figure 3.5.1.
4. Some LGs do not adhere to recruitment plans cleared by the MoPS and end up recruiting more staff. In Namisidwa District, the Accounting Officer recommended more staff in the human resource, community, agriculture departments, and parish chiefs. Some of these have not yet accessed the payrolls and yet they were issued appointment letters. Most staff are not paid in substantive positions, while others especially in the human resource department are irregularly recruited.
5. Delayed cleaning of the payroll to net off deaths, transfers, abscondments and retirement.
6. Under absorption of funds by government agencies and LGs by about Ug shs 3.1 trillion. Mbarara DLG, Adjumani, Koboko MC, Maracha, Bushenyi, Sheema, Rukiga, Ntungamo, Kiruhura, Ibanda, Mbarara City, Obongi, Kibuku, Zombo, Yumbe, Bududa, Namisindwa, Tororo, Kirenga, Kaabong, Soroti, Katakwi, Kalaki, Masindi, Buliisa, Lyantonde, Masaka, Kalangala, Wakiso, Mukono, Luuka, Iganga, and Ntoroko.
7. Lack of district service commissions in some districts like Mukono, Kikuube, and Masindi resulting in unspent balances. This was coupled with freezes on recruitment that affected service delivery, especially in the health and education sectors.
8. Delayed access to the payroll of staff especially teachers who sometimes fail to pay bribes and abandon the appointments in all LGs.
9. The districts do not submit quarterly returns on payrolls to MoPS leading to accumulation of arrears, under absorption of wage, pension and gratuity and delays in granting delays to recruit staff.

Recommendations
1. Engage the MoPS to discuss the findings and come up with an action plan for cleaning the payroll.
2. Liaising with the MoPS and Internal Auditor General to come up with an effective mechanism that will ensure timely detection of cases of payroll manipulation.
3. Take appropriate action against Accounting Officers and staff found responsible for the identified irregularities.

Figure 3.5.1: Overpayments in Local Governments
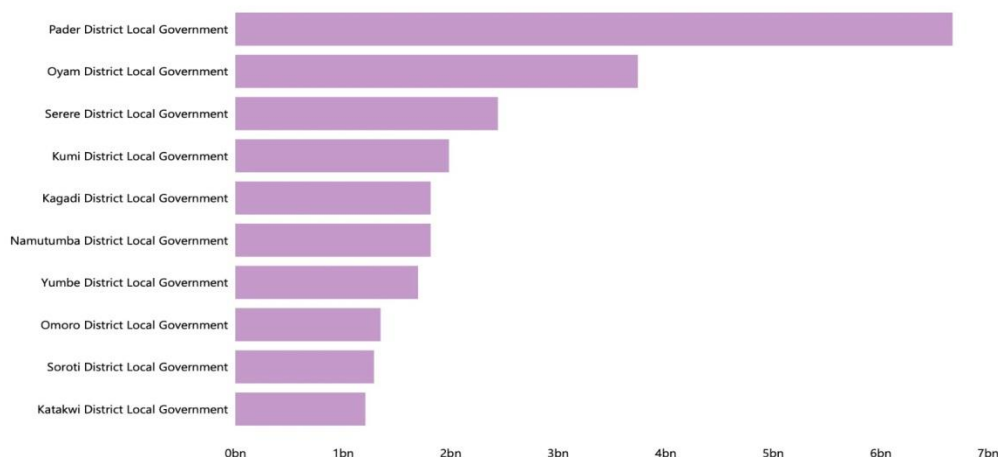
Source: Payroll Validation Report Audit Report FY 2023/24

Implementation of the Public Service Pension Reforms: 5 key activities were implemented and these included: i) ToTs on survival skills after retirement to ensure a decent life provided to 176 HR Officers this was not achieved due to pension management provided. A total of 683 pension files of former workers of East African Airways rehabilitated, scanned and uploaded on EDMS. This is a duplicated output. ii) Curriculum on Pre&Post retirement disseminated; iii) Reform of the Public Service Pension Fund Coordinated; and iv) Technical & functional support to 10 MDAs and 100 LGs on wage, pension & gratuity provided; v) Wage, pension and gratuity estimates from MDAs and LGs prepared and submitted to MFPED.

Technical & Functional Support to 10 MDAs and 100 LGs on Wage, Pension & Gratuity provided: The MoPS reported to have provided technical & functional support to 4[20] RRH, 2 universities and 24[21] LGs on wage, pension & gratuity.

Wage, pension and gratuity estimates from MDAs and LGs prepared and submitted to MFPED: Wage bill performance analysis and reconciliations were undertaken for the entire service.

 Under Strategic Human Resource Management: 8 outputs were implemented and these included: 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

---

* Otuke LGs, Kitgum MC, Kitgum DLG, Kamuli DLG, Kamuli MC, Pallisa, Namutumba DLG, Butebo DLG, Kibuku DLG, Kiryandongo DLG, Hoima DLG, Kikuube DLG, Kiboga DLG, Kasanda DLG, Bundibugyo, Fort Portal City, Ntoroko DLG, Mubende MC and Mubende DLG.

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; 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 as discussed.

Technical support provided to 40 MDAs and 48 LGs on the development of Annual Capacity Building Plans: Technical support was provided to 6[22]MDAs and 16[23] LGs on the development of capacity-building plans. However, during the monitoring team visits in the sampled LGs, the available capacity-building plans were under financing by MoLG and the meagre resources were for mentoring in lower LGs. Capacity building plans in line with capacity building initiatives in line with NDP III are non-existent because LGs have no funds for implementation.

Guidelines on professionalization of all cadres in Public Service disseminated to 80 MDAs: Guidelines on professionalization of all cadres in Public Service were disseminated in 34[24] of the planned 80 MDAs. The guidelines were to monitor the implementation status of professionalisation in parent ministries that are mandated with ensuring the professionalization of all cadres under their docket. Additionally, to help votes in the constitution of Professional Development Committees (PDCs).

Succession Planning Guidelines finalized and disseminated to 60 LGs and 30 MDAs: Succession planning is a vital process for MDAs and LGs to identify key positions, necessary skills, and abilities for current and future roles. It involves assessing existing talent to ensure effective service delivery. Ultimately, the goal is to create a talent pool that can be drawn upon to meet organizational needs, ensuring that the right individuals are in the right positions at the right time. However, the Succession Planning Guidelines were finalized and dissemination was ongoing.

Technical support to 40 MDAs and 60 LGs on the development of Human Resource Plans provided: MoPS provided technical support on the development of Human Resource Plans to 7[25] MDAs and 20[26]LGs. A total of 137 participants were trained in Human Resource Planning. Apart from recruitment plans, all LGs do not have human resource plans yet. Human resource planning aims to align the organization's human capital with its overall strategic goals and objectives, ultimately contributing to improved performance, productivity, and employee satisfaction. Implementation in all LGs visited was minimal the concentration is on recruitment plans and payroll management.

---

[22] MoES, MGLSD, MoIA. Kabale RH, Soroti Referral Hospital.

[23] Moroto DLG, Moroto Municipal Council, Soroti DLG, Soroti Referral Hospital, Soroti City, Katakwi DLG, Napak DLG, Nabilatuk DLG, Ntungamo M/C, Ntungamo DLG, Kabale DLG, Kabale MC, Kisoro DLG, Rukiga MC, Kanungu DLG, Rukungiri DLG and Rukungiri MC.

[24] MoPS, MoH, MoLG, OPM, MoIA, MoJCA, MEMD, MoDVA, MoWT, MEACA, MWE, OP, MoFA, MFPED, MAAIF, MoES, MoTIC, MGLSD, MoICT&NG, MLHUD, MoTWA, Judiciary, MoLG, OPM, MoWT, MOPS, MOH, MFPED, MGLSD, PSC, ESC, MoJCA, MWE, MoIA, URA and MoTIC.

[25] MFPED, Fort Portal RRH, MoJCA, MGLSD, UVRI, MoDVA

[26] Bukwo DLG, Kween DLG, Kapchorwa DLG, Kapchorwa Municipal, Sironko, Bulambuli, Mbale DLG, Bududa, Manafwa, Namisindwa DLG Kasese DLG, Kasese M/C, Bundibugyo DLG, Bunyangabu DLG, Ntoroko DLG, Kamwenge DLG, Kabarole DLG, Kyenjojo DLG, Kyegegwa DLG and Fort Portal City.

Talent Management Framework finalized and disseminated to 30 MDAs and 60 LGs: The Talent Management Framework is a strategic approach aimed at identifying, nurturing, and developing the potential of employees within the Public Service. It recognizes human capital as the most valuable asset and essential for achieving the organization's mission and vision. The framework was developed to guide the service in attracting and nurturing talented officers in the Public Service to enhance workforce productivity. The Talent Management Framework was presented and approved Top Management Team (TMT), however, it was yet to become operational due to limited resources.

Knowledge Management Framework for Uganda Public Service developed: Knowledge Management (KM) is defined as a targeted, systematic, and integrated approach to processes and practices of searching, acquiring, creating, sharing, applying, and capturing knowledge to enhance the performance of an organization. The policy and strategy were developed to provide a robust framework to enable the Public Service to harness its potential in adding value to its intellectual assets and enable institutional transformation. This was a partnership with Makerere University Business School. The draft Knowledge Management Policy was presented and adopted by the Top Management Team.

Disseminate Collaboration Framework between Ministry of Public Service and other Training Institutions to all Institutions: The collaborative framework was disseminated to 10 Institutions namely: Makerere University, Kyambogo University, Makerere University Business School, Mbarara University, Busitema University, Muni University, Lira University, Mountain of the Muni University, Kabale University and Gulu University leading to mutual benefits such as improved training programs, research opportunities, and the development of skilled professionals for the public service sector.

3.3.3 Roll out the Human Resource Management System (payroll management, work leave, e-productivity management inspection

Introduction
The objective of the 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. These include the Integrated Financial Management System (IFMS), National Identification System, Programme Budgeting System (PBS) and Payroll Management System. The HCM System was rolled out to MDAs and LGs by the MoPS through the IPPS support in three phases (Phase 1 - 60 sites; Phase 2 -100 sites; and Phase 3- 88 sites). The vendor was M/s SYBYL Limited from Sri Lanka.

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

The planned outputs for FY2023/24 are: i) Targeted HCM users in votes trained & 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) 88 LG structures aligned to HCM templates and uploaded.

All planned outputs were successfully achieved, except for training for targeted HCM users and HR certification. This was due to MoPS still finalizing arrangements with 50 sites from phase 2.

The implementing agency is the MoPS, and the overall intervention performance was fair at 61% attributed to the HCM rollout in 88 sites and employee master data cleaned. The status of implementation is presented hereafter:

Stakeholder Engagement and Change Management conducted for employees and leadership in 88 Votes: Stakeholder engagement and change management was conducted for employees and leadership in 56[27] votes A readiness assessment was carried out by MoPS in awareness creation for all sites about HCM, the requirements for the system, enrolment for instance preparation of employee files, employee verification among others.

Employee master data, establishment and transaction data for 88 votes cleaned: Employee master data, establishment and transaction data for 50 phase two votes were cleaned. Phase two was completed embarking on phase three.

Early Life Support to 160 HCM sites:105 sites achieved: This is referred to as hypercare support to votes before going live. The support was mainly in areas of payroll processing, module functionalities, data capture, and alignment and conducted weekly online webinars to provide support and refresher user training on HCM. Early life support was extended to the 140 votes already migrated to HCM. This was mainly in the areas of payroll processing, module functionalities, data capture and alignment.

Systems Implementation support sustained: The payments were made to service providers for conducting Provisional Acceptance Testing (UAT) and System Unit Testing (SUT) for Human Capital Management (HCM) phase 2 enhancements and integrations. These activities involved customizing the system to accommodate identified improvements and enhancements that arose after the post-go-live phase 1. The enhancements included data validations for IFMS to create invoice and payroll reconciliation, improvements in the Payroll Deduction Management System (PDMS) and PBS, as well as new integrations with NSSF, National Single Registry (NSR) system, Teacher Management Information System and Education Management Information System (TMIS/EMIS), and Electronic Document and Records Management System (EDRMS). Additionally, the integrated Health Management Information System was also part of the enhancements.

HCM rolled out to 88 LGs: A readiness assessment and change management for HCM phase 3 was conducted in the following votes[28] aimed at identifying potential barriers to successful

---

[27] Mbarara City Council, Kabale District, Kisoro DLG, Ntungamo DLG, Isingiro DLG, Kiruhura DLG, Sheema DLG, Fort Portal City Council, Kagadi DLG, Mubende MC, Kasese DLG, Kyenjojo DLG, Mubende District, Kakumiro DLG, Jinja City Council, Mbale City Council, Bugiri District, Busia District, Iganga District, Kamuli District, Bugweri DLG, , Soroti City Council, Katakwi DLG, Pallisa DLG, Kayunga District, Kumi District, Sironko DLG, Serere District, Arua City Council, , Luwero DLG, Nebbi District, Yumbe District, Maracha District, Zombo District, Terego District, Uganda Tourism Board, Gulu City Council, Lira City Council, Lamwo DLG, Kitgum DLG, Otuke DLG, Kole DLG, Agago DLG,, Masaka City Council, Bukomansimbi DLG, Rakai DLG, Sembabule District, Kalungu District, Lwengo District and Butambala District Uganda Prison Service, Financial intelligence Authority, Law Development Centre

[28] Mbarara City, Kabale DLG, Kisoro DLG, Ntungamo DLG, Isingiro DLG, Kirihura DLG, Sheema DLG, UPS, Fort Portal City Council, Kagadi DLG, Mubende MC, Kasese DLG, Kyenjojo DLG, Mubende District, Kakumiro DLG, Financial intelligence Authority, JinjaCity Council, Mbale City Council, Bugiri District, Busia District,

implementation, address organizational and cultural challenges, and create a plan to effectively manage the transition to a more efficient and effective human capital management system.

Functional and technical Support provided to 100% problematic Votes: The MoPS provided quarterly functional and technical support to all IPPS Regional Support Centers[29]. This support included uploading the approved salary structure for the fiscal year 2023/24 on the IPPS and HCM to facilitate the payment of salaries, pensions, and gratuities. Additionally, the organization undertook payroll calculations and sent monthly payment files to the IFMS to ensure accurate payments for votes that were still on IPPS.

88 LG structures aligned to HCM templates and uploaded: Aligned establishment and Employee master data for 50 of 100 phase 2 sites were completed.

Challenges
1. Some positions are not on the HCM structure, especially in the education and health sectors. This will result in an accumulation of arrears as staff are dropped off the payroll. In the newly administrative structures, most positions are not on the HCM structures.
2. There is a possibility of double paying some staff who dropped off the payroll on the IPPS system and HCM especially if staff are transferred.

Recommendation

The MoPS and MPFED should address all issues raised.

3.3.4 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 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) 100% of decisions of appointing authorities implemented; iv) Capacity of members of consultative committees in 20 MDAs 40 LGs built; v) 100% of Grievances and complaints from Public Service Labour Unions and individuals handled; vi) 3 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.

Support Supervision on implementation of HR Policies and Procedures in 20 MDAs and 40 LGs provided: The MoPS provided support supervision on the implementation of HR policies and procedures in 5[30]MDAs and 36[31]LGs. However, the findings in LGs indicate the

---

Iganga DLG, Kamuli District, Bugweri DLG, Law Development Centre, Soroti City Council, Katakwi DLG, Pallisa DLG, Kayunga DLG, Kumi DLG, Sironko DLG, Serere DLG, Arua City Council, , Luwero DLG, Nebbi DLG,Y umbe DLG, Maracha DLG, Zombo DLG, Terego DLG, Uganda Tourism Board, Gulu City Council, Lira City Council, Lamwo DLG, Kitgum DLG, Otuke DLG, Kole DLG, Agago DLG, URSB, Masaka City Council, Bukomansimbi DLG, Rakai DLG, Sembabule DLG, Kalungu DLG, Lwengo DLG and Butambala DLG.

[29] Moroto, Soroti, Arua, Gulu, Mbale, Jinja, Kampala, Masaka, Kabarole, Hoima, Mbarara, Bushenyi and Kabale.
[30] MoDVA, MoH, MGLSD, Mubende RRH and Fort Portal RRH.
[31] Isingiro DLG, Rubirizi DLG, Mitooma DLG, Sheema DLG, Sheema MC, Gomba DLG, Sembabule DLG, Kyotera DLG, Rakai, DLG, Bukomansimbi DLG, Bukedea DLG, Kibuku DLG, Buvuma DLG, Bugweri DLG, Busia DLG, and Ntoroko DLG. Bunyangabu DLG, Bundibugyo DLG, Iganga MC, Njeru MC, Lugazi MC, Bukomansimbi DLG, Sembabule DLG, Butambala DLG, Kyegegwa DLG, Kyenjojo DLG, Fort Portal City,

human resource policies have been in existence and implemented in most LGs visited which has promoted a harmonious, compliant, and productive work environment while safeguarding the rights and well-being of both employees and the organization.

Technical guidance on HR Policies and Procedures provided to all Votes that seek for guidance: Technical guidance on HR policies and procedures was provided to 276 votes - 65[32] MDAs and 211[33] LGs. Although this was done through correspondence, it is a duplicated output.

100% of Grievances and complaints from Public Service Labour Unions and individuals handled: 5 Grievances and complaints from Public Service Labour Unions and 3 officers were handled: Makerere University Joint Staff Association (MUASA, MASA, NUEI, UPASU); Uganda Technical Instructors Union (that needed to be recognized) and three individual complaints from a Health Worker in Rubirizi DLG (Abscondment), a teacher from MoES (unfair termination of service) and a Lecturer at Kabale University (Non-renewal of contract).

3.3.6 Sub-programme Conclusion

The sub-programme performance was fair at 54%, attributed to some planned outputs not being in line with the intervention and planned outputs. Some planned outputs are also duplicated. Most funds were spent on technical support that in most cases is not demand-driven. The HCM rollout is slow and the payroll still has a lot of irregularities as pointed out by the payroll audit, human resource planning and its attendant guidelines have not yet been implemented in LGs.

Challenges

1. Lack of realignment of planned activities with the sub-programme objective.
2. The slow roll-out of HCM to address payroll irregularities.
3. Lack of a comprehensive assessment of HR policies.
4. Staffing positions not on HCM hence drop-offs especially in the health and education sector.

Recommendation

The MoPS should carry out a comprehensive analysis of outdated HR policies and develop a report for various stakeholders and accordingly develop a plan for updating HR policies in line with NDPIII.

Kabarole DLG, Mubende DLG, Mubende RRH, Mityana DLG, Kasanda DLG, Lyantonde DLG, Kamwenge DLG, Kitagwenda DLG, Ibanda DLG, Ibanda MC.

[32]MoES, MIA, MoFA, UBTS, ESC, MLHUD, KCCA, MoH, NIRA, HSC, MWE, Kiruddu NRH, MoTIC, MEMD, MFPED, MEACA, MoLG, State House, MoTWA, PSC, Butabika NRH, Soroti University, MGLSD, MoWT, ODPP, OP, MAAIF, MoDVA, MoJCA, UPF.

[33] Agago DLG, Amuria DLG, Arua City, Budaka DLG, Bududa DLG, Bugiri DLG, Bugweri DLG, Buhweju DLG, Buikwe DLG, Bukomansimbi DLG, Bukwo DLG, Bulambuli DLG, Bulisa DLG, Bunyangabo DLG, Bushenyi DLG, Busia DLG, Butaleja DLG, Butambala DLG, Dokolo DLG, Entebbe MC, Fortportal City, Gomba DLG, Gulu DLG, Hoima DLG, Ibanda DLG, Ibanda MC, Iganga DLG, Isingiro DLG, Jinja DLG, Kabale DLG, Kabale MC, Kabarole DLG, Kakumiro DLG, Kalaki DLG, Kaliro DLG, Kalungu DLG, Kamuli DLG, Kamwenge DLG, Kanungu DLG, Kapchorwa DLG, Karenga DLG.

3.4 Decentralization and Local Economic Development Sub-programme

Introduction

This program aims to give LGs and communities more control over their economic development strategies, leading to tailored approaches to address specific challenges and opportunities. Decentralization will empower local entities to take ownership of their economic growth and create more sustainable and inclusive development. Local Economic Development (LED) focuses on promoting economic growth and development at the local level. It involves leveraging local resources, capabilities and opportunities to stimulate entrepreneurship create jobs, and improve living standards in communities.

In the context of decentralization governance, the integration of LED involves empowering LGs within the authority and resources to formulate and implement economic development strategies tailored to the unique needs and opportunities of their communities.

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. The interventions are implemented by the MoLG, and MoICT&NG through the Uganda Broadcasting Corporation (UBC).

Financial Performance

The total approved budget FY 2023/24 was Ug shs 21.563bn, of which Ug shs 12.2bn (57%) was released and Ug shs 9.408bn (76%) spent by 31st December 2023. This was a fair release and good absorption.

Sub-programme Performance

Semi-annual monitoring focused on all three interventions. The overall sub-programme performance was fair at 54%. This is attributed to poor coordination, strategic planning and budgeting and as a result, some planned outputs are not in line with the interventions and are duplicated. All interventions achieved a fair performance. *Refer to Annex 4 for details of the sub-programme and intervention, and outputs performance*. The performance is shown in (Table 3.7).

Table 3.7: Overview of the Interventions Performance as at 31st December 2023

Intervention	Performance Status	Remarks
Strengthening collaboration of all stakeholders to promote Local Economic Development		Fair (achieved 52%). The LED Strategy was developed in 20 LGs by MoPS.
Operationalize the Parish Model		Fair (achieved 52%). Eight monitoring visits were conducted in the sub-regions by MoLG to assess compliance with the seven pillars of PDM.
Build LG Fiscal Decentralization and self-reliance capacity		Fair (achieved 57%). Support in developing local revenue enhancement management plans was provided to 26 LGs to boost revenue generation and collection. However, the planned outputs were not in line with the intervention

Source: Authors' Compilation

Details of performance for the four interventions are presented hereafter:

3.4.1 Strengthen Collaboration of all Stakeholders to Promote Local Economic Development

Strengthening collaboration among all stakeholders to promote LED refers to the process of fostering partnerships and cooperation between various entities, including government agencies, businesses, non-profit organizations, educational institutions, and community members, to support and enhance the economic growth and prosperity of a specific region or locality.

The four planned outputs were: i) 20 LGs to establish Public-Private Dialogue platforms or fora across all regions trained.; ii) 20 LGs supported to develop their Local Government LED Strategies across the; and iii) Monitoring of performance of LED Programmes /projects in 20 LGs (Cities, Districts and Municipal Councils) drawn from all regions across the country undertaken; iii); iv) 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 implementing entity is the MoLG and the overall intervention performance was fair at 52% attributed to LGs supported to develop LED strategies. The status of implementation is presented hereafter:

20 LGs to establish Public-Private Dialogue platforms or fora across all regions trained: The MoLG trained nine LGs of Rubirizi, Sheema, Bushenyi, Pakwach, Nebbi, Zombo, Arua City, Arua to establish Public-Private Dialogue platforms or fora. Despite the trainings, there were no public-private dialogues in LGs monitored and no serious follow-ups by the respective ministry.

20 LGs supported to develop their Local Government LED Strategies across the country: Seventeen[34] LGs were trained across the country to develop their LG LED strategies. Despite the capacity-building initiatives in all LGs visited because of financial constraints there was minimal development of strategies.

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 performance of development projects in 23 LGs, 11[35] MATIP markets, 5 LGs of Gulu, AMURU, Omoro, Kitgum, and Nwoya for NUDIEL Projects and Rwampara LG for Rural Agricultural Market at Ndeija 6[36] LGs for Agri-LED.

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: This training aimed to empower LGs to drive economic growth, create employment opportunities, and improve the overall socio-economic development within their respective regions. Following the training provided by the MoLG to 16[37] LGs LEDIC as governance structures to enhance LED and investments within LGs, the LGs were equipped with the necessary knowledge and tools to effectively implement LED initiatives and attract investments.

---

[34] Rukiga, Rukungiri, Rukungiri MC, Ntungamo, Ntungamo MC, Bukedea, Kumi, Kaberamaido, Kalaki, Pallisa, Kibuku, Kaliro, Namutumba, Buyende, Luuka, Kamuli MC, and Kamuli.
[35] Gulu, Kitgum, Arua, Lira, Soroti, Mbale, Tororo, Jinja, Kabale, Mbarara, and Hoima.
[36] Kyegegwa, Kyenjojo, Fort Potral City, Kabarole, Bunyangabu, and Kasese.

3.4.2 Operationalize the Parish Development Model

The Parish Development Model is a Government initiative aimed at promoting Local Economic Development and poverty reduction by focusing on the transformation of rural parishes into vibrant centres of socio-economic activities.

The planned outputs for FY 2023/24 was: the implementation of government policies and programs coordinated and monitored. The key activities included: i) 20 monitoring meeting exercises conducted to review the performance of PDM in the sub-regions,18 monitoring visits carried out to assess the compliance of the 07 pillars of PDM on work plans and budgets; ii) PDM popularized across the country using media campaigns, social media, promotional items and branding materials.100 Radio and TV talk shows conducted; 50 news supplements/adverts published to sensitize the public on PDM; iii) 240,000 copies of the IEC materials, success stories and lessons learned materials printed and distributed; 8 sub-region workshops and seminars held to review the PDM progress, share experiences and learn.

The lead implementing agencies are MoLG, and MoICT&NG through UBC. The overall intervention performance was fair at 52%. The status of implementation is presented hereafter:

Twenty monitoring meeting exercises conducted to review the performance of PDM in the sub-regions, 18 monitoring visits carried out to assess the compliance of the 07 pillars of PDM on work plans and budgets: The MoLG conducted eight monitoring visits in the sub-regions to assess compliance with the seven pillars of PDM on work plans and budgets.

PDM popularized across the country using media campaigns, social media, promotional items and branding materials.100 Radio and TV talk shows conducted; 50 news supplements/adverts published to sensitize the public on PDM: Nationwide awareness raising on the PDM was conducted by MOICT&NG, sensitizing the public on the PDM modalities. This involved broadcasting on 40 radio stations, 5 TV stations, and 60 spot messages, twice a day, per 40 radio stations with wide coverage.

240,000 copies of the IEC materials, success stories and lessons learned materials printed and distributed: The collection of stories and lessons learnt was ongoing.

3.4.3 Build Local Government Fiscal Decentralization and Self-reliance Capacity

Fiscal decentralization is essentially the transfer of expenditure responsibilities and revenue assignments to lower levels of Government. The lead implementing agency is the Local Government Finance Commission (LGFC).

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.

Overall intervention performance was fair at 57% attributed to LGs that got support in developing local revenue enhancement management plans in LGs to boost revenue generation and collection. The findings are presented hereafter:

Grants allocation formulae and models reviewed: The grants allocation formula for education, health, and water was reviewed and stakeholder consultations were carried out. This measure ensured that inclusivity considerations were addressed in the allocation of both conditional and unconditional grants to LGs.

Local revenue enhancement management plans produced and LG Technical Planning Committees capacities enhanced: A total of 26[38] LGs received support in developing local revenue enhancement management plans to boost revenue generation and collection. These plans are vital for the financial well-being and longevity of LGs ensuring they can effectively serve their communities.

Activities in natural resources that have potential to generate Local revenues for local Governments finalized: The update of guidelines for the management of royalties from natural resources in the 10 LGs of Kasese, Kasandha, Nwoya, Moyo, Ntungamo, Kanungu, Jinja, Busia, Moroto, and Namayingo districts is a significant step toward ensuring effective and transparent management of natural resource revenues in Uganda.

Challenges

1. Lack of coordinated strategic planning and budgeting within the respective institutions and other implementing agencies. Most funds are spent on allowances for fieldwork for staff and board members.
2. Lack of activity progress reports, evaluation reports and serious follow-ups on all capacity-building initiatives conducted in LGs.

Recommendation

The LGFC should spearhead the clean-up and realign all planned outputs in line with the sub-programme objectives.

3.4.4 Sub-programme Conclusion

The overall performance of the sub-programme was fair at 54%. This was attributed to most planned outputs not being in line with the interventions and the objective which seeks to deepen decentralization and citizen participation in Local Development. The LGFC has limited capacity to understand and operationalize the objectives of the intervention.

---

[38] Ngora, Namutumba, Nakapiripirit, Buikwe, Sheema, Buhweju, Ibanda, Otuke, Sembabule, Amuru, Kole Apach, Otuke, Oyam, Kikuube, Masindi, Kabale, Kakumiro, Dokolo, Amolator, Kalaki, Bududa, Sironko, Manafwa, and Mbale City.

3.5 Business Process Re-engineering and Information Management Sub-programme

The sub-programme registered a fair performance at 54% attributed to the limited capacity to comprehensively grasp and implement the goals of this intervention across the entire Public Service.

Introduction

Business process engineering is the systematic analysis, redesign and improvement of workflow and process within the organization to enhance efficiency, effectiveness and service delivery. It involves rethinking and restructuring how government operates to better serve citizens, optimize resource utilization and achieve intended objectives. This includes streamlining bureaucratic procedures, adopting technology solutions and focusing on citizen-centric service delivery. The aim is to make Government processes more transparent, accessible and responsive to the needs of the people

The sub-programme has three interventions: 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 for the sub-programme was Ug shs 1.611bn, of which Ug shs 0.899 million (56%) was released and Ug shs 0.492 million (55%) spent by 31st December 2023. This was a fair release and absorption.

Sub-programme Performance

Semi-annual monitoring focused on all three interventions and the overall sub-programme performance was fair at 52% attributed to a lack of clear objectives and process mapping to implement the intervention across the entire Public Service. At the intervention level, the performance was fair. *Refer to Annex 6 for details of the sub-programme and intervention, and outputs performance*. The performance is shown in (Table 3.8).

Programme interventions are implemented by the following entities: MoPS, MoICT&NG-UBC and NIRA.

Table 3.8: Overview of the Interventions Performance as at 31st December 2023

Intervention	Performance status	Remarks
Re-engineer Public Service Delivery Business Processes		Fair (achieved 54%). The MOICT&NG developed a key performance indicators dashboard for the consolidation of baseline and performance data. However, Uganda Service Centers and government business processes were budgeted for under the Government Structures and Systems sub-programme under review and develop intervention.
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 and private sector institutions for authentication and verification services via the Third-Party Interface (TPI).
Improve access to timely, accurate and comprehensible public information		Fair (achieved 51%). The MOICT&NG created short documentaries that showcase Government Programs such as the PDM, and the rejuvenation of the Railway System by the Ministry of Works and Transport.

Source: Authors' Compilation

Detailed performance of the interventions is discussed hereafter:

3.5.1 Re-engineer Public Service Delivery Business Processes

The planned outputs for FY2023/24 were: i) Public institutions supported to review, re-engineer processes, automate and change management to deliver services online; ii) MDAs with functional and operational ICT function. The implementing agencies are MoPS however; service Uganda centers and Government business processes were budgeted for in Government structures and systems sub-programme under review and develop intervention and MOICT&NG. The intervention was fair at 52%. The planned outputs are not in line with the intervention because the MoPS mandate is to review systems, processes and policies. The status of implementation is presented hereafter:

Public institutions Supported to review, re-engineer processes, automate and Change Management to deliver services online: The MOICT&NG developed a key performance indicators dashboard for consolidation of baseline and performance data.

3.5.2 Design and implement an electronic citizen (e-citizen) system

Electronic citizenship refers to a concept where individuals can interact with their government and access public services through digital platforms. This allows citizens to participate in government processes, access information, and engage in civic activities online. The planned outputs included: Enable 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 implementing agency is the National Identification & Registration Authority (NIRA), and the intervention registered a fair performance of 50%.

Enable sharing of information in the National Identification Register, NIR with all Ministries, Departments and Agencies of Government and Private Sector institutions for Authentication and Verification services through the Third-Party Interface (TPI): By the end of the first quarter of FY2023/24, 83 institutions accessed and verified 15,533,829 records from the NIR using the Third-Party Interface (TPI). This interface has reduced fraudulent practices like multiple land registrations and ghost employees on the government payroll. The National Identification Number (NIN) has helped identify beneficiaries in the Social Protection Registry and track workers from employment to social security, reducing fraud and ensuring benefits reach qualified individuals.

3.5.3 Improve access to timely, accurate and comprehensible public information

Improving access to public information involves ensuring citizens can easily access current, reliable information from the Government and public institutions. This includes presenting information clearly in formats accessible to people with varying levels of education and digital literacy. The aim is to empower citizens to make informed decisions, engage in civic activities, and hold their government accountable. The sub-programme intervention was fair at 51%.

The planned outputs included: i) Collaboration framework for communication between GoU, UBC and other media houses developed; ii) Guidelines for the Communication Policy developed and operationalized; iii) MDAs NDP III digital content (documentaries, feature stories, talk shows, and promotion materials) developed and broadcast; iv) Materials selected and translated into various languages for various audiences; v)Translated materials and content disseminated to the various audiences; vi) MDAs digital content on NDPIII Planning, Implementation, and performance monitoring and evaluation promoted and marketed; vii) Local content for universal access to electronic governance (e-Governance) services, e-citizen

portal services, other private sector ICT services, other communication channels developed and packaged; viii) A monitoring, evaluation and reporting (MER) strategy and system for UBC and MDAs content development, broadcasting, promotion, and preservation activities formulated. The lead implementing agency is MoICT&NG.

Collaboration framework for communication between GoU and UBC and other Media Houses developed: The draft terms of reference (ToRs) for the collaboration framework were established by the MOICT&NG. A zero draft of the collaboration framework was being worked on. This framework will outline the guidelines and procedures for communication and collaboration between the GoU, UBC, and other media houses.

Guidelines for the Communication Policy developed and operationalized: The MOICT&NG completed the Regulatory Impact Assessment (RIA) for the National Communication Policy. The RIA has identified key issues that were incorporated into the policy. A Cabinet Paper was drafted incorporating the RIA findings and the Communication Policy. The Paper was ready for submission to the Cabinet for approval.

MDAs NDP III digital content (documentaries, feature stories, talk shows, and promotion materials) developed and broadcast: The MOICT&NG created short documentaries that showcase Government programmes such as the PDM, rejuvenation of the railway system by the Ministry of Works and Transport (MoWT), and Ministry of Health's use of ICTs to improve health service delivery.

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.

MDAs digital content on NDP III Planning, Implementation, and performance monitoring and evaluation promoted and marketed: Programme/project surveys were designed. Arrangements were in place to administer survey forms. Development of the data collection tool was in the final stages.

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 supported 60 MDAs with content development for digital communication and publicization of their projects, programmes, events and activities through social media platforms including X, YouTube, TikTok and Instagram. Additionally, the ministry developed the Advanced Media Management, Monitoring and Collaboration System (AMMCS) - an online monitoring tool to improve government communication.

Challenges

1. Lack of clear policies and guidelines to provide structure, direction and governance for implementing BPR initiatives in the public sector. The policies ensure that BPR efforts are strategic, transparent and aligned to the objectives.
2. Lack of a clear process mapping to map out existing processes within government agencies to understand how tasks are performed, and identify inefficiencies, bottlenecks and areas of improvement.
3. This is a new concept in the public sector and there is generally a lack of training and support to adapt to the new processes and technologies.

Recommendation

The MoICT&NG in consultation with the MoPS should engage business process reengineering consultants to give the entire public sector direction if the sub-programme is to achieve the intended objectives.

3.5.4 Sub-programme Conclusion

The performance was fair arising from a lack of process mapping of the various systems and processes in the public sector. Most planned outputs are not in line with the interventions and the sub-programme and too many unrealistic planned outputs are not strategic at all.

CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Programme Conclusion

The overall FY2023/24 semi-annual performance of the Public Sector Transformation (PST) Programme was fair at 54%. This was attributed to some planned outputs, not in line with sub-programme objectives and interventions, and poor planning and coordination within the MoPS and implementing agencies resulting in duplicated planned activities. The sub-programmes of Strengthening Accountability and Government Structures and Systems had 56%, Strategic Human Resource Management and Decentralization had 54%, Local Economic Development at 54%, the least performing was Business Process Re-engineering at 51% attributed to lack of clear guidelines and assessments of reengineered systems and policies in the Public Sector coupled with the slow implementation of rationalisation of agencies and the HCM system, freeze on recruitments that affected service delivery, especially in LGs, and delays in procurement due to system challenges of the Electronic Government Procurement.

4.2 Programme Challenges

1. Persistent payroll irregularities characterized by incorrect payments, irregular recruitments, and delays in the removal of retired or dead staff mostly in the districts of Namisindwa, Kikuube, and Mukono.
2. Inadequate rollout of Human Capital Management systems persists, with instances of staff being dropped from the system due to the lack of staffing structures, particularly in the health and education sectors.
3. Freeze of recruitments in LGs affected operations. The available staffing of 57% at the district level is not adequate to effectively deliver services to various categories of people at the grassroots.
4. Continued public service delivery inefficiencies partly due to failure to conduct clear assessments on systems and policies to be reengineered or updated within the Public Sector by the MoPS.
5. Failure to implement recruitment plans and effective payroll management within LGs due to political conflicts disrupting service delivery, for instance in Mukono, Masindi, and Kikuube.
6. Delays in procurement due to system challenges within the Electronic Government Procurement, hindering the efficient and prompt acquisition of goods and services, impacting multiple facets of the MoPS functions.

4.3   Programme Recommendations

1. The MoPS and the MFPED should prioritize the swift rollout of Human Capital Management systems to address persistent payroll irregularities within the government.
2. The MoPS and the MoLG should establish a structured process for regular data verification and validation, ensuring alignment between staffing structures in the HCM system and actual staffing needs in the health and education sectors. This process may involve periodic audits and cross-referencing with official records to maintain accuracy.
3. The MoPS should conduct a comprehensive review of strategic critical positions crucial for sustaining and enhancing service delivery at the district, city, and municipal levels.

Additionally, MoPS should conduct a mapping exercise of existing systems and HR policies, culminating in a clear report outlining recommendations for re-engineered systems and updated policies.

4. The PSC, MoLG, DSCs and politicians should facilitate roundtable discussions to resolve their differences regarding the implementation of recruitment plans.

5. The MoPS should work with the Public Procurement and Disposal of Public Assets Authority (PPDA) to promptly address and resolve the system challenges related to the E-GP to streamline and expedite the procurement processes. Additionally, investing in training and capacity building for staff involved in procurement can enhance efficiency and mitigate delays.

REFERENCES

Annual Budget Performance Report, Ministry of Finance, Planning and Economic Development, 2024.

March 2021: Guidelines for Development, Documentation, Dissemination and Application of Service Delivery Standards.

Integrated Financial Management System data for FY 2023/24.

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

Third National Development Plan (NDPIII) 2020/21 – 2024/25.

FY2023/24: Ministerial Policy Statements for Ministry of Public Service; Public Service Commission; and Local Government Finance Commission.

FY 2023/24: Quarter 1 and 2 Performance Budgeting System Reports for MoPS, PSC, LGFC, IG, URA, MoLG, MFPED, UBOS, NIRA, MoICT&NG.

June 2019: The Uganda Public Service Rewards and Sanctions Framework.

Uganda Registration Services Bureau Progress Report PBS Quarter 1 and 2 Progress Reports FY2023/24.

ANNEXES

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

Vote	Sub-Programme	Sampled Intervention	Sampled Districts/ Institutions
MoPS	Strengthening Accountability	Strengthening public sector performance management	Kiryandongo, Iganga, Nakasongola, Bukedea, Kumi, Mbale
		Develop and enforce service and service delivery standards	Mbarara, Ntungamo, Bukedea, Kumi, Mbale, Iganga, Lira, Mubende
		Enforce compliance with the rules and regulations	Kikuube, Hoima, and Soroti City, Iganga, Kikuube, Hoima and Soroti City, Nakasongola, Manafwa, Bukedea
MoPS	Government Structures/ Systems	Restructure government institutions (MDAs and sectors)	MoPS Headquarters
		Review and develop management and operational structures	Kabale, Mbale, Luweero, Jinja and Mbarara
MoPS, PSC	Human Resource Management	Undertake nurturing of civil servants through patriotic and National Service training	Packwach, Mitooma, Mbarara, Ntungamo, Oyam, Soroti, Kumi Bukedea, Mbale and Mbale City, Jinja
		Design and implement a rewards and sanctions system	Bullisa, Rukiga, Nakasongola, Bushenyi, Mbarara, Ntungamo
		Empower MDAs to customize talent management	Soroti, Kumi, Bukedea, Mbal and Mbale City
		Roll out the Human Resource Management System	Mbarara, Bushenyi-Ishaka MC, Kabale University, Soroti, Mbale, Jinja,
		Develop and operationalize an E-document management system	MoPS, MoICT NG
		Review the existing legal, policy, regulatory and institutional frameworks	MoPS, IG
MoLG	Decentralization and Local	Strengthen collaboration of all stakeholders to promote LED	Mbale, Bukedea, Hoima, Bullisa, Lira, Mbale district, Soroti City, Soroti district, Gulu, Packwach, Paliisa

Vote	Sub-Programme	Sampled Intervention	Sampled Districts/ Institutions
	Economic Development	Operationalize the parish model	Mbale, Isingiro, Bukedea, Ntungamo, Hoima, Bullisa, Rukiga, Kabale, Oyam, Lira
LGFC		Build Local Government fiscal decentralization and self-reliance capacity	Pallisa, Hoima, Luweero, Bukedea, , Lira, Koboko, Budaka, Isingiro, Jinja
MOICT&NG, NIRA	Business Process Re-engineering and Information Management	Re- Re-engineer public service delivery business processes	Mbale, Jinja, Hoima

Source: Authors' Compilation

Annex 2: Performance of Strengthening Accountability for Results as at 31st December 2023

	Output Performance							Remark
Intervention	Output	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	52.9	90	7.00	1.90	51.31	The highest amount was spent on allowances (112,2632,776) and most of the planned outputs were duplicated.
Develop and enforce service and service delivery standards	Compliance Inspections, inspectorate agencies organized, Investigative inspections undertaken, E-inspection tool piloted, PAIPAS applied, Service Delivery Standards developed.	733,649,168	51.0	88	4.00	1.10	53.91	
	National Service Delivery Survey Disseminated	20,000,000	50.0	100	1.00	0.30	60.00	
	Service Delivery Standards developed and implemented in MDAs and LGs.	116,375,000	48.7	100	1.00	0.20	41.06	
Enforce compliance with the rules and regulations	Breaches of the leadership code investigated and completed, verifications of leader's assets and liabilities conducted, Compliance rate of 95% of leaders and public official's declaration received by IG	3,364,735,245	40.4	83	3.00	0.80	65.93	The highest release was spent on allowances Ug shs 91,996.548.
	Ombudsman complaints handling system improved in MDALG, systems procedures and practices of MDALGs reviewed, Implementation of 65% recommendations from system reviews followed up and	3,995,264,755	39.3	91	4.00	1.00	63.68	The highest release was spent on allowances Ug shs 118743.604.

	Ombudsman investigations were conducted						
	Semi-current records appraised, Action Officers sensitized on Electronic Document and Records Management System (EDRMS) and records management procedures and practices in the registry streamlined	183,312,000	55.0	97	4.00	1.10	49.96	40% of the releases were for welfare and entertainment.
	95% of disciplinary cases received and concluded and 100% of appeals of DSC decisions handled.	807,447,350	50.0	88	2.00	0.50	50.00	Funds were diverted hence no achievement.
	Local government organs enforced to comply with the establishment and functionality of DSCs	224,909,041	49.1	95	2.00	0.40	40.72	Investigations into allegations of mismanagement of district affairs were carried out.
Average Output Performance							55.98	**Fair performance**

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

Annex 3: Performance of Government Structures and Systems as at 31st December 2023

Intervention	Output	Output Performance						Remark
		Financial Performance			Physical Performance			
		Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Review and Develop Management and Staff Structures, Systems and Standards.	Comprehensive restructuring undertaken; and Structures customized, Approved Structures and staff establishment data and LGs uploaded on IPPS and HCM	3,789,412,240	46.4	81	9.00	2.50	60	The staffing structures for 7 MDAs were reviewed and developed for implementation, most funds were spent on allowances of Ug shs787,166.650.
		200,000,000	50.0	100	2.00	0.50	50	Most funds were spent on allowances Ug shs 50,000.000.
	Government business processes re-engineered, and the performance of 2 service delivery systems reviewed and monitored	140,000,000	55.7	99	3.00	1.00	60	Most funds Ug shs 38,000.000 was spent on allowances.
	Compliance with RIMS standards, Capacity of 250 Records Officers built, Valuable Archival Records Acquired, Reference Services offered, Archives Library set up and EDRMS rolled out and operationalized	738,477,776	51.4	94	12.00	3.00	49	Most funds Ug shs 97,393.460 were spent on allowances, 97,100.000 on travel inland and 26,232.000 on welfare and entertainment.

Rationalize and Harmonize Policies to Support Public Service Delivery	Job description and person specifications reviewed and developed, Schemes of Service for 16 Cadres Developed, Technical support and guidance on JDs and Schemes of Service, A framework for productivity measurement finalized	401,000,085	52.7	90	6.00	2.00	63	Most funds were spent on allowances Ug shs 95,712.800,26,294.300 on travel inland.
Average Output Performance							**56.32**	*Fair performance*

Source: IFMS data/ MoPS, Field Findings

Annex 4: Performance of Human Resource Management and Policy Sub-programme as at 31st December 2023

		Output Performance						Remark
Intervention		Financial Performance			Physical Performance			
	Output	Annual Budget (Ug shs)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Empower MDAs to customize talent management (Attract, retain and motivate public servants)	Payroll managers trained in Wage & Payroll Analysis, Wage bill performance analysis and reconciliations undertaken, Guidelines on Management of Salary, Wage, Pension, and gratuity developed and issued, Recruitment Plans from MDAs & LGs consolidated and staffing levels tracked and National Emoluments Review Board established	798,012,000	44.7	80	5.00	1.20	53.64	A total of 19 HROs from MDAs and LGS were trained in HR analytics, and guidelines on the management of wage, recruitment, pension, gratuity, and performance management were undertaken.
	ToTs on survival skills after retirement life provided to HR Officers, Curriculum on pre- and 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	50.4	85	5.00	1.40	55.52	Most funds were spent on allowances Ug shs 260,808,789.

	Technical support provided to MDAs and LGs on the development of annual Capacity Building Plans. Guidelines on the professionalization of all cadres in Public Service disseminated in MDAS. A Champion team on professionalization of all cadres in Public Service 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 the Ministry of Public Service and other Training Institutions to all Institutions	611,743,426	71.3	91	7.00	3.00	60.14	Most of the outputs were partially achieved due to limited resources while 30% of the expenditure was for travel inland.
	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	50.5	88	4.00	0.80	39.62	No evaluation reports were provided. Most funds were spent on recruitment services Ug shs 539,496.942.

Roll out the Human Resource Management System	HCM System rolled out	3,912,481,894	51.6	50	8.00	2.50	60.54	Most of the funds were spent on system recurrent costs Ug shs 728088.577.
Undertake Nurturing of Civil Servants through Patriotic and Long-Term National Service Training	The E-learning platform and system at the Civil Service College enhanced. Digital content for 12 online programmes for the existing curricula designed and delivered	1,308,246,661	50.9	69	2.00	0.60	58.89	Fair achievement.
	Mindset change programme developed and 400 public officers trained in mindset change (Caravan), Mandatory Capacity Building for 533 officers undertaken, Mindset change programme developed and 400 public officers trained in mindset change Caravan), Communication & Marketing Strategy implemented through Publicity enhancement interventions	653,000,000	46.9	57	8.00	2.00	53.32	Not achieved because most of the planned activities were not implemented, evaluation reports and all funds were spent on staff training.
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	58.7	91	6.00	2.00	56.76	100% of decisions of appointing authorities were implemented for 9 officers (32 males and 23 females).

	100% of Grievances and complaints from Public Service Labour Unions and individuals handled	252,700,000	48.3	57	4.00	1.00	51.78	5 grievances and complaints from Public Service Labor Unions and 3 officers were handled.70% of funds released was spent on allowances.
Average Output Performance							**54.47**	*Fair performance*

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

Annex 5: Performance of Decentralization and Local Economic Development as at 31st December 2023

Output Performance								Remark
Intervention	Output	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 and supported to develop their LED strategies, monitoring of performance of LED Programmes undertaken, LEDIC selected	233,428,000	48.4	87	4.00	1.00	51.70	Most funds were spent on allowances Ug shs 21,588.000 and travel inland Ug shs 61,370.464.
Operationalize the parish model	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. Sub-region workshops and seminars held	12,316,820,136	56.6	61	11.00	3.20	51.37	.
Build LG fiscal decentralization and self-reliance capacity	8 Commission policy meetings held reports produced and recommendations implemented.	5,660,014,709	62.6	96	16.00	6.00	59.92	100% of the budget was spent on transfer to Other Government Units.

	Grants allocation formula reviewed, Local revenue enhancement management plans produced, Activities in natural resources that have the potential to generate local revenues for local governments finalized, New guidelines for the management of royalties from natural resources for stakeholders developed	3,352,519,398	49.8	98	3.00	0.80	53.51	
Average Output Performance							**54.13**	*Fair performance*

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

Annex 6: Business Process Re-engineering as at 31st December 2023

Intervention	Output	Output Performance						Remark
		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, automation and Change Management to delivery services online	1,341,639,000	46.8	70	2.00	0.50	53.44	Most funds were spent on research expenses of Ug shs 196,528.000.
Design and implement an 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	100% of the funds were spent on licenses.
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	49.4	99	8.00	2.00	50.63	Most funds were spent on advertising and public relations Ug shs 46,251,383.
	Total	**1,611,639,000**	**55.7**	**55**			**51.36**	**Fair performance**

Source: IFMS Data/NIRA, MOICT&NG, Progress Reports, Field Findings