

PERFORMANCE STATUS ON MANIFESTO COMMITMENTS

1. Introduction

The Ministry of Public Service contributes to the Theme: Ensuring justice and Equity and Sub key results areas of Reforming the public sector for service delivery and fighting corruption under the NRM Manifesto.

2. Key achievements under the Ministry of Public Service

2.1 Reforming the public sector for service delivery

2.1.1 Restructure and strengthen the Government's systems to synergize efforts, remove duplications and align under a programme approach

Following the Cabinet directive of 22nd February, 2021; under Minute No. 43 (CT 221); to rationalize Government Institutions through mergers, mainstreaming and transfers of Government Agencies, to eliminate functional duplications, overlaps and the reduction of public expenditure; Cabinet approved the recommendations for the rationalization of Government Agencies, Commissions, Authorities and Public Expenditure; and approved the implementation roadmap spread over a period of two years (i.e. 2021/22 and 2022/23). This road map was adjusted to end of December, 2023 under Minute Number 237 (CT 2022).

The structural recommendations for the sixty nine (69) Agencies identified for merger, mainstreaming and transfer of functions; were designed and approved by Cabinet under Minute Nos. 237 (CT 2022), 387 (CT 2022) and 60 (CT 2023). Currently, the implementation Team is discussing the legal framework that give effect to the approved structures under the new dispensation. The implementation of the newly approved structures is planned for 1st July 2023.

2.1.2 Upgrade public sector training to improve relevance and impact.

- i. The Ministry developed a Capacity Building Framework and Plan that stipulates the critical training needs at individual, institutional and organizational levels
- ii. Established Capacity building partnerships with entities like Enabel, UNDP, LOGODI, ICGU among others to undertake tailor made trainings in key areas e.g Local Economic Development, Strategy Planning, Development and Management, Project Planning and Management, Resource Management and Resource Mobilisation, Strategic Leadership and Management, Human Resource Management, Gender and Equity Responsive Planning and Budgeting, Ethics and Corporate Governance.
- iii. The Ministry has undertaken initiatives that enhance in-service training at the Civil Service College that address relevant training needs such as:
 - a) Publicizing of CSCU training programmes through the Annual Training Calendar and Website
 - b) Undertaking Caravan trainings which allow for greater outreach and addressing areas where training needs have been stipulated by the requesting institutions
 - c) Mandatory courses at the Induction, Supervisory, Senior Management and Strategic Leadership Levels have been designed to support continuous professional development

- d) A communication strategy was developed to enhance the already existing mechanisms of publicizing the College courses so that more Institutions benefit from the College trainings relevant to their performance gaps
- e) An e-Learning Management System and multimedia studio have been established to enhance online learning and the development of online training materials as part of the digital transformation in capacity building to enhance performance
- f) A Framework for Management of Public Policy Research in the Uganda Public Service is in place and constitution of a Research Management Committee that will guide public policy development and training initiatives to improve relevance and impact is underway

2.2 Fighting corruption

2.2.1 Carry out a pay reform and continue with salary enhancements to remove injustices and address the compression ratio in salary scales.

Cabinet under Minute No. 502 of (CT 2017) and 509 (CT 2017) approved the Public Service pay policy principles as well as five year pay plan covering every person paid salaries or allowances from the consolidated fund or out of money appropriated by Parliament. The financial implications of the enhancement was determined at UGX. 9,295.864Bn over the five years period.

Implementation commenced in FY 2018/2019 and by FY 2022/2023 UGX. **2,035.575Bn** has been committed towards implementing the pay policy albeit the global effect of COVID-19 Pandemic.

Government adopted a phased approach/ strategy to implement the approved pay plans due to the significant financial implication the policy presents in the Medium term. The priority for the last five years focused on employee categories that are critical for achieving the goal of industrialization, value addition, economic recovery, provision of critical care as well as peace and security.

As at July 2022, 59,675 Public officers excluding the Uganda Peoples Defence Forces accounting for 18.5% have received enhancement by a minimum of 77% of the approved long term pay targets while 262,675 employees accounting for 72.5% have remained unenhanced.

Central Appointing Commissions, legal officers under the Directorate of Public Prosecutions, Vice Chancellors, Deputy Vice Chancellors, Professors, Associate Professors, Scientists in the mainstream Public Service, Health Professionals, Science Teachers in Secondary Schools and Science Instructors, Tutors and Lecturers in BTVET Institutions have been enhanced at 100% of the approved pay targets.

Senior Officers of the Uganda People Defense Forces and Generals as well as Teaching and Non Teaching Staff of Public University, other legal professionals other than those in the Judiciary Service and the Directorate of Public Prosecutions and Deputy Permanent Secretaries and equivalent levels have been enhanced at 77% of the approved pay targets over the five years period. Other Public Officers who

benefitted within the five years period are Post-Primary Teachers/Instructors/Tutors/Head teachers/Deputy Head Teachers/Principals and Deputy Principals, Local Government Political Leaders, Chairpersons of District Service Commissions, personnel in Police, Prisons and Uganda People's Defense Forces in the ranks of Private to Sergeant and Staff of Public Universities.

2.2.2 Minimise human-to-human contact in the delivery of services.

Government has implemented an integrated Human Capital Management System (HCM) which automates Human Resource Management functions including: establishment management control, human resource planning, recruitment management, on boarding and off-boarding, payroll and deductions management, performance management, leave and absence management, disciplinary procedure, grievance handling, training and development, talent management and succession planning, Benefits Management, retirement and pension management, time and attendance and employee life cycle. Implementation of HCM comes with alignment and clean-up of establishment, employees and pensioners' data thereby removing any "ghosts" from the Government payroll.

To date the Ministry of Public Service has completed HCM roll-out and go-live in sixty (60) Ministries, Departments, Agencies and Local Governments under phase 1 and trained the system users in the 60 sites. HCM has been integrated with Integrated Financial Management System (IFMS), National Identification System and Programme Budgeting System (PBS) among others for seamless sharing of payroll, wage budget and expenditure, work plans and establishment data etc. Roll-out of HCM in 100 phase 2 MDAs and LGs is on-going.

In FY2023/24, HCM will be rolled out to 88 votes making a cumulative total of 248 Entities on HCM.

2.2.3 Introduce timelines during certain services are delivered.

Validated Service Delivery Standards for eight (8) key service delivery areas namely Education and Sports, Water and Environment, Works and Transport, Social Development, Health, Lands, Agriculture, Animal Industry and Fisheries, and Public Sector Management. The Ministry is undertaking consultations on the draft costed Service Delivery Standards to obtain input from stakeholders and implementing partners.

3. Targets not met

SN	Commitment	Reason for not having met the commitment
1	Phased salary enhancement all categories in the public service	Funding shortfall
3	Establish and operationalize Service Uganda centers (SUCs) and provide technical Support to votes in integrating service delivery models	Limited funding for establishment and operationalization of Service Uganda Centres. However, modalities of establishing Hoima Regional Service Uganda Centre are in process.

4. Challenges and proposed way forward

	Challenges	Proposed way forward
1	Limited funding to facilitate implementation of the reforms and interventions	<ul style="list-style-type: none">• Improve funding from the Ministry of Finance, Planning and Economic Development• Develop proposals to attract funding from Development Partners
2	Partial implementation of the revised salary enhancement across government	Fast track enhancement of Salaries for government employees
3	Limited coverage of inspection and verification of payrolls	Need to roll out a countrywide payroll verification to weed out ghost workers