



THE REPUBLIC OF UGANDA

Ministry of Public Service
Service Delivery Excellence

NEWSLETTER

The Public Officer

October - December 2025



DRIVING ACCOUNTABILITY THROUGH STANDARDS: UGANDA'S PROGRESS ON SERVICE DELIVERY REFORM

Key Highlights

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**Hon. Wilson Muruli Mukasa,
Minister for Public Service**



**Hon. Grace Mary Mugasa,
State Minister for Public Service**

MESSAGE FROM THE PERMANENT SECRETARY

Greetings our esteemed readers.

The Ministry of Public Service remains committed to driving a transformative Public Service that is professional, efficient and citizen-centred. During this period, we have continued to implement key reforms aimed at strengthening institutional performance, enhancing service delivery standards, promoting accountability, and building a Service that works for all Ugandans.

Significant attention has been placed on strengthening the human resource function across Government, deepening training and capacity-building, and ensuring that recruitment, induction and deployment are aligned to national priorities. The clearance for recruitment issued to various Ministries, Departments, Agencies and Local Governments for FY 2025/2026 reflects Government's commitment to staffing critical service areas so as to accelerate implementation of programmes at national and sub-national levels.

The Ministry has further advanced the roll-out of Service Delivery Standards and performance frameworks across the Service, working jointly with the National Planning Authority and other stakeholders. These standards are essential for improving predictability, quality, timeliness and accessibility of public services, while empowering citizens to hold institutions accountable. The digital tool for tracking compliance marks a major step in promoting data-driven public sector management.

Alongside reforms in performance and accountability, the review of the Public Service Training Policy and capacity-building interventions at the Civil Service College Uganda continue to shape the future of the Public Service. A knowledgeable and motivated workforce is the backbone of effective service delivery. We therefore count on continuous learning, mindset change, integrity and professionalism to drive the Service to higher levels of performance.

As we progress on the Public Service Transformation Agenda, I call upon all Responsible Officers and



Public Officers across Government to maintain focus on results, uphold ethical conduct, and prioritize the needs of citizens in all aspects of service delivery. Transformation is a shared responsibility, and it requires collaboration, innovation and unwavering commitment to excellence.

I commend the contributors to this Bulletin for documenting our progress and experiences. Through consistent learning and sharing of best practices, we strengthen the foundations of a modern and performance-oriented Public Service.

Let us continue to serve with purpose and dedication, for a better Uganda.

Catherine Bitarakwate Musingwiire (Mrs.)
Permanent Secretary

EDITOR'S WORD

Dear Reader,

The Public Service continues to grow in its mission of transforming service delivery for the citizens of Uganda. Each quarter presents new lessons, innovations, and reforms that move us closer to a professional, efficient and citizen-centred Service aligned to the aspirations of Vision 2040 and the National Development Plan IV.

This edition highlights important strides in strengthening the culture of public service, improving motivation and professionalism among teams, and enhancing accountability through performance standards. From the ongoing development and dissemination of Service Delivery Standards across Ministries, Departments and Local Governments, to reforms in training policy and capacity-building, we observe a Service increasingly guided by clear rules, evidence, and measurable outcomes.

The stories featured here remind us that public service is not merely a set of structures, but a human institution built on commitment, values and shared purpose. Motivation of teams, recognition of effort, professionalism, and continuous learning are emerging as indispensable ingredients in sustaining performance especially in an environment where resources must be

used prudently and results must justify investment.

Quarter 2/FY25-26 also marks renewed focus on recruitment and talent management in the Public Service, including induction and professional development for newly appointed officers. As the Ministry opens up strategic pathways for attraction, growth and retention, the future of our Service depends on the calibre of those who are prepared to lead, innovate and deliver.

Across all these reforms, one principle remains constant: citizens sit at the centre of government work. The Public Service is ultimately judged by the quality, timeliness, and accessibility of the services it provides, and by the confidence citizens have in their Government.

As we advance the Public Service Transformation Agenda, let us move together with discipline, integrity, collaboration and renewed belief in our collective mission. The foundation we build today will determine the performance of tomorrow's Service and the prosperity of generations to come.

We thank all contributors from across the Ministry and the broader Service for sharing knowledge, experiences and perspectives. It is in telling our own story that we inspire improvement, innovation and excellence.

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BUILDING A PUBLIC SERVICE CULTURE FOR SUSTAINABLE SERVICE DELIVERY

By Kintu David

The Public Service landscape today requires a Public Service Culture that will deliver on Uganda's National Aspirations as envisioned in Vision 2040.

However, it is common knowledge that a lot is yet to be done as the Service grapples with the need to build a service culture that will deliver sustainable services to the people of Uganda.

In this quest, not all is lost as the Ministry of Public Service is championing the Public Service Transformation Agenda that is envisaged to transform Uganda's Public Service delivery landscape.

The Vision bearers are making every effort to ensure that MDAs across the service walk this journey together in building a Public Service Culture.

The journey to deliver on the Public Service culture requires a concerted effort by all stakeholders, including the service recipients - the Customers who are at the centre of service delivery.

Our thrust in this endeavour therefore requires building a comprehensive Public Service Culture and not disjointed MDA-specific service cultures.

This is informed by the notion that a Service Culture once embraced is central to the efficient and effective service delivery mechanisms and

building a Service Brand that the country will be proud of for generations to come.

The time is now for the Ministry of Public Service to take the lead in championing this cause through making every effort to undertake a Culture Audit to inform this delayed but urgent call to build a sustainable future through a guided Public Service Culture.

The Service should be cognizant of the fact that an established Public Service Culture forms one of the critical pillars of Service delivery under the general framework of the Public Service Transformation Agenda.

In all this endeavour, the service culture starts with us all recognizing our call to duty and ensuring that we deliver to the expectations of our clients, the citizens of Uganda for whom we are called to serve.

In this regard, the Service Culture needs to be built on a framework that relates to a strong value system informed by ethics and integrity, transparency, accountability, Value for Money, client-centred service delivery, upskilling through Talent Development, Motivation, and Nationalism.

All this requires leadership, effective

communication and recognition of the vital role of employees across the Service, the reward systems and the general frameworks for assessing performance, talent management, among others.

It is therefore desired that the Ministry should kick start a conversation across the service that will deliver on the desired Public Service Culture where everyone matters, but all clients matter most in delivering efficient, effective quality services to the people of Uganda.

This effort should be core to the Public Service Space in generating the desired outcomes, where every citizen will appreciate the whole aspect of taking services to the people and bridging the gap between Government and the Citizen.

Our collective consciousness as a Service should inform this process in delivering on the desired Public Service Culture. Having no Service culture is like a ship crossing the ocean with no compass.

The time is now for us to embrace this aspiration of nurturing a Service Culture that will facilitate a sustainable service, as a service culture forms the foundation for national development.

The desired transformation for our country remains uncertain if no effort is made to rally each one across the service to build the desired foundation for a Public Service Culture. It is therefore everyone's duty to push this agenda forward in informing the future of Uganda's Service Delivery

landscape.

The desired service culture ought to focus on client satisfaction where the driver for service delivery is not the salaries that employees earn at the end of the month, but the satisfaction that our clients get when the services are delivered as well as the quality of the service.

Not to say salary is not important, but the clients should be at the core of service delivery in the execution of our duties from day to day. Utmost innovation should be embraced to reach out to our clients who are the reason we come to work each day.

This therefore calls for strong employee commitment across board in delivering client centered services that will greatly influence our service space. Service Uganda centres, therefore need to be scaled up as part of the innovation for delivering client centred services which should be accessed in real time as is the case in some parts of the world, like Estonia and Azerbaijan, to mention but a few.

The service spectrum in these two countries has undergone significant reforms and the client satisfaction is amazing. Uganda as a country has since embraced this innovation and there continues to be goodwill to take the aspects of Service Uganda Centers to another level.

It is expected that the planned Kampala Service Uganda Centre will contribute to total service delivery transformation when it becomes operationalized in 2026. This requires a general-purpose

vehicle for constructive employee engagement in guiding the future of the service in the wake of digital transformation.

It will therefore require that all Responsible Officers in the work spectrum focus their energies on getting the best out of every employee. This calls for a deliberate effort to have employees trained, reskilled, motivated and given an environment that supports them to deliver services to the people with minimum supervision.

In this regard, a merit-based framework for employee attraction and growth should form the foundation for the desired Service culture, and the Civil Service College Uganda should be the bedrock for supporting the agenda for skilling employees and ensuring that they are alive to the realities of the day.

Induction and orientation is central to this process. This sets the agenda of the civil service centre.

Capacity building in this regard will not be an option and the existing framework for capacity building should be supported to secure an army of employees who have the right mindset and capabilities to take service delivery to the next level.

Employees of the 21st Century require a skill set and mindset that will deliver on the overall transformation of Uganda as a country. Quality assurance for the services that the citizenry expects of us should be scaled up and every effort should be made by the responsible department at the Ministry

of Public Service to scale up the dissemination of the required Service Delivery Standards.

Standards therefore form part of the core for advancing the service culture and it's our noble duty to disseminate and popularize them, of course, not forgetting the Client Charters that form part of our covenant with the clients we serve.

In doing all this every effort should be made to make employees feel valued, recognised and supported to grow through a guided career path by their Responsible Officers. This process is critical to facilitating employee morale as well as customer satisfaction.

Employees should be supported to belong, by fully engaging them at the workplace, to get the best out of them from time to time. As earlier mentioned, a clear value system is critical to this whole process and leaders must of necessity, walk the talk by providing the required support to this cause.

An effective Service culture requires effective collaboration and stakeholder engagement to bring everyone on board, which calls for effective communication in the Service space to build the required synergies and get the best out of everyone with minimal effort and resources.

In this regard, the Ministry of Public Service needs to take lead in facilitating a process where all MDAs speak to each other through a Public Service Dashboard that can be domiciled in the Office of the Prime Minister. This will

be a step in the right direction in taking services to the next level, as a service culture needs to be constructed around effective coordination frameworks.

This calls for MDAs to develop clear Objectives and Result Areas, and the introduction of Balanced Scorecard is a step in the right direction, and every MDA should embrace it as an effective Employee Performance Assessment Tool.

Employee retention and satisfaction equally form part of the service culture that should be propagated. It should be everyone's responsibility to grow a Service that values employee retention and satisfaction at his or her workplace.

The "**Mecca**" of service should be the Ministry of Public Service, which should take the lead in nurturing the Service Culture. Every employee

across Government in the mainstream Public Service should be afforded the opportunity to work at the "**Mother of Service**" the Ministry of Public Service which is key to the process of growing a service culture across the service.

In all this Government should make a deliberate effort to promote nationalism and patriotism across the service space in building a sustainable future for the service, building loyalty with a satisfied employee where the country comes first for every citizen. The need to build a Service Brand through a Service Culture starts now and it is everyone's responsibility.

Mr. Kintu is the Senior Assistant Secretary/ Personal Assistant to the Minister of Public Service and Vice General Secretary, Uganda Association of Public Administration and Management

MOTIVATING PUBLIC SERVICE TEAMS WITHOUT NECESSARILY SPENDING MORE



Stakeholders during a business process reengineering meeting recently.

By Hosea Ntegeka Bigirwa

INTRODUCTION

Public service is often described as a calling; with Government workers providing a service to the Citizens with a high level of commitment; and at times in very challenging circumstances. However, like any working team, Civil Servants and Public Sector Employees need motivation to remain engaged, productive, and innovative.

While financial incentives are regarded as number one motivator in government settings, there are many other effective ways to sustain high morale and productivity levels

in the Public Sector. By focusing on professional growth, enabling environment, shared purpose, and recognition of hard work, leaders can inspire teams to deliver their best to the citizens of Uganda, without extra money. This can be achieved through the following:

INVESTING IN PROFESSIONAL GROWTH

For many Government employees, opportunities to learn and grow are among the most meaningful motivators, which can be achieved without large training budgets in

Ministries, Departments, Agencies and Local Governments. This can be achieved through:

- ✓ Mentorship and knowledge-sharing: Pairing new staff with seasoned civil servants to ensure transfer of institutional memory while encouraging fresh ideas to emerge.
- ✓ Skill exchanges: Team members can teach each other technical or administrative skills, from data analysis and public engagement.
- ✓ Low-cost learning opportunities: Encouraging the use of free online courses, sharing relevant policy documents, or holding internal workshops that allow staff to broaden their skills.

Such efforts build not only individual capacity but also the overall strength of the civil service.

ENCOURAGING OWNERSHIP AND AUTONOMY

Government employees often work within rigid and bureaucratic structures. However, even within this framework, there should be room to enable Public Officers experience greater ownership of their work. Leaders and Managers of Public Institutions can:

- ✓ Involve staff in the decision-making process, especially on projects that affect their day-to-day responsibilities;
- ✓ Allow flexibility in workflows or schedules where possible, to cede some control and responsibility to

employees; and

- ✓ Delegate responsibility for small initiatives, letting employees lead aspects of service delivery or community engagement.

When staff feel trusted to make decisions and contribute ideas, they are more likely to go beyond simply “doing the job” and instead innovate in the public interest.

BUILDING CONNECTION AND SHARED PURPOSE

The operation of Public Service is more about collective impact, yet individuals can at times feel disconnected from the bigger picture. In this case, Leaders can address this gap by:

- ✓ Regularly reminding teams how their work contributes to national development goals, community wellbeing, or the daily lives of citizens.
- ✓ Creating opportunities for cross-departmental collaboration, so the staff can appreciate how their work links with others’.
- ✓ Inculcating simple traditions such as end-of-month reflection sessions or storytelling meetings, to share experiences and lessons learned amongst staff.

Such practices strengthen unity, help staff feel part of the bigger family and Team, and reinforce the noble mission

of government work.

RECOGNIZING AND VALUING CONTRIBUTIONS

One of the simplest yet most powerful ways to motivate public servants is through recognition. More often, Government employees go unnoticed and unacknowledged, despite carrying out heavy and enormous responsibilities. In this case, recognition can take many forms, including:

- ✓ Highlighting staff contributions during team meetings or in official communications.
- ✓ Sharing stories of how public service efforts have directly benefited citizens, e.g. through improved access to healthcare, education, or essential services.
- ✓ Creating spaces where colleagues can thank and appreciate one another for the work and support, especially in demanding circumstances.
- ✓ Celebrating small wins, such as successful reports, improved service

delivery, or citizen feedback.

In this case, even symbolic recognition such as “a thank-you note” or “public acknowledgement from a supervisor”, can reinforce pride in an Officer serving the nation.

CONCLUSION

It is important to note that Motivating Government Employees requires creativity and intentionality to make them feel wanted, appreciated and recognised. While Public Institutions may not always have the resources to provide financial incentives, they can still nurture commitment and excellence, using a spectrum of ways that have been highlighted.

Ultimately, when Public Officers feel empowered and recognized, they are better equipped to serve citizens with dedication, integrity and purpose of fulfilling the true mission of Government Service.

***Bigirwa is the Management Analyst -
Department of Management Services***

Driving Accountability Through Standards: Uganda's Progress on Service Delivery Reform

The Government of Uganda, through the Ministry of Public Service (MoPS), is charting new territory in public sector accountability with the development, documentation, and dissemination of **Service Delivery Standards (SDS)**. Anchored in Section (A-n) 30 of the **Uganda Public Service Standing Orders (2021)** and aligned to **Vision 2040** and the **National Development Plan IV (NDP IV)**, the reform represents a decisive step towards ensuring efficiency, transparency, and citizen-centered governance.



Hon. Minister of State for Public Service Grace Mary Mugasa launching the Costed Public Service Standards in Fort Portal.

Building Institutional Discipline

SDS compel Ministries, Departments, and Local Governments (MDAs/LGs) to define minimum levels of service in terms of quality, quantity, timeliness, cost, and coverage. This not only strengthens internal planning and budgeting frameworks but also empowers citizens with a legitimate basis to demand accountability.

The Head of Public Service/Secretary to Cabinet has directed full compliance by FY 2024/25. Progress is monitored through quarterly reports and national dissemination exercises coordinated by MoPS in collaboration with the National Planning Authority (NPA).

Key Achievements

1. Development in MDAs: Out

of 200 mapped MDAs, 12 have achieved full certification, 68 require minor improvements, 44 are at the drafting stage, while 76 have not submitted. While these figures reveal gaps, they also indicate a strong base of over 120 MDAs actively engaged in the process.

2. Child Protection Standards:

With UNICEF support, SDS for child protection were initiated in 20 LGs across Western, Eastern, and Northern Uganda. This is a critical intervention in strengthening institutional responses to child welfare.

3. Widespread Dissemination:

With EU financing, costed SDS for nine service areas were compiled, translated into six local languages, and disseminated in **129 LGs** between FY 2023/24

and FY 2024/25. This represents a significant leap in creating uniform service expectations at subnational levels.

- 4. Digital Monitoring Innovation:** Under REAP, MoPS has developed a simplified **online tool for tracking SDS adoption and compliance**, piloted in 10 LGs, 5 service delivery points, and 8 MDAs. This digital system reduces the resource burden of physical inspections while enabling real-time reporting, trend analysis, and evidence-based decision-making.

Opportunities and Challenges

The reform journey is not without hurdles. Limited budgetary allocations have slowed costing, translation, and dissemination; capacity constraints in drafting and costing persist; and lengthy approval processes delay certification. Yet, these challenges also present opportunities:

- ✓ **Cluster-based SDS development** can accelerate progress by grouping similar institutions (e.g., hospitals, universities, missions abroad).
- ✓ **Targeted technical mentorship** can help institutions in early drafting stages.
- ✓ **A unified compliance framework**, including the online monitoring tool can address the long-standing gap of centralized oversight.

Strategic Outlook

The Ministry recommends integrating SDS financing into the national budget cycle, leveraging donor support, and institutionalizing **bi-annual SDS reviews**. Together, these measures will accelerate completion, reduce duplication, and ensure that SDS remain aligned with evolving national priorities.

Ultimately, the SDS framework is not only a managerial tool but also a governance instrument that strengthens Uganda's accountability compact with its citizens. By codifying service expectations, Uganda is setting a model for performance-oriented public sector reform in the region.

As the National rollout of the digital monitoring system begins in FY 2025/26, development partners and policymakers alike will be watching closely. If fully implemented, Service Delivery Standards could become one of the most transformative reforms in Uganda's governance journey anchoring citizen trust, institutional credibility, and the realization of **Vision 2040's promise of a modern, prosperous Nation**.

BUILDING A FUTURE-READY AND RESILIENT PUBLIC SERVICE: LEADERSHIP, LEARNING, AND WORKFORCE REALITIES



Permanent Secretaries attending one of the sessions.

Uganda's Public Service stands at a critical juncture, one defined by reform, transformation, and reflection. As Government pursues a more efficient, accountable, and citizen-centered public administration, two parallel realities are unfolding. On one hand, senior public service leaders are being equipped with global leadership insights through the Public Service Leadership Excellence Training Programme. On the other, the structure, capacity, and sustainability of the public service workforce reveal both progress and pressing challenges that require strategic action.

PART I: LEADERSHIP EXCELLENCE – LESSONS FROM SINGAPORE

The Public Service Leadership Excellence Programme, spearheaded by the Office of the President, the Office of the Head of Public Service and Secretary to Cabinet, in partnership with the Chandler Institute of Governance (CIG) and the Civil Service College Uganda, represents a deliberate investment in transformative leadership.

Designed to prepare Permanent Secretaries to lead with purpose, foresight, and integrity, the programme blended classroom learning, international benchmarking, and practical project-based engagements. The Permanent Secretaries were the first cohort to benefit, undertaking the programme in



The Head of Public Service and Secretary to Cabinet Mrs. Lucy Nakyobe (1stR) lead a delegation of Permanent Secretaries for a benchmarking visit to Singapore.

four structured segments.

Benchmarking Visit to Singapore – Segment Three

The third segment—a **benchmarking visit to Singapore**—was particularly

impactful. It exposed participants to globally recognized models of public sector governance, urban planning, digital transformation, and workforce development.

The learning journey covered nine

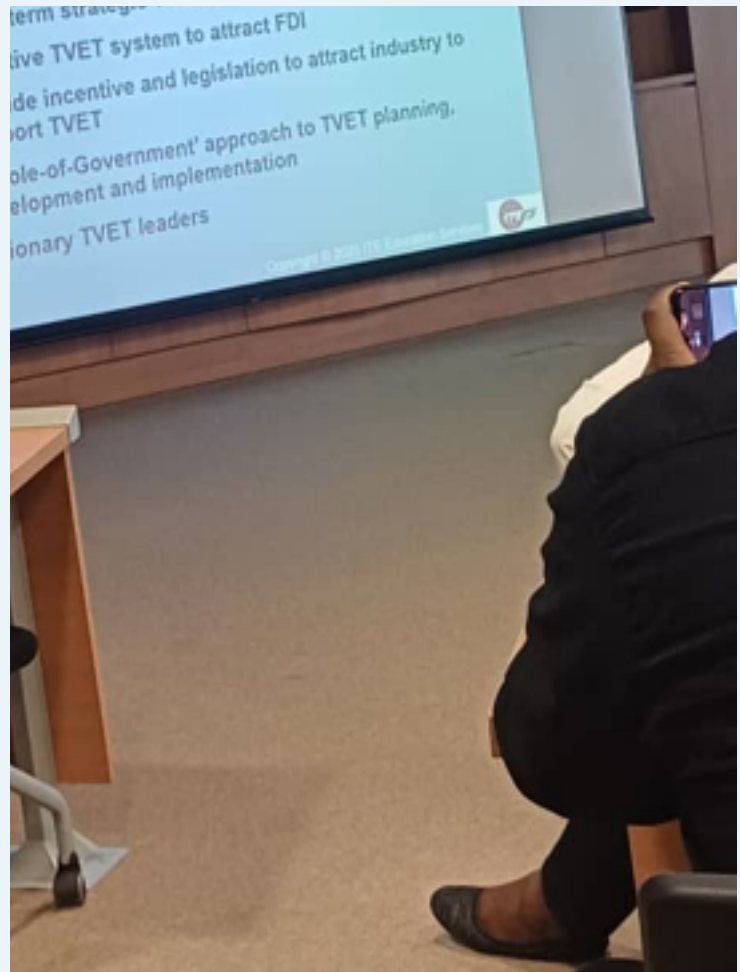


thematic sessions, each offering strategic insights relevant to Uganda's public sector reform agenda.

Human Resource Management in Singapore's Public Sector

Participants engaged deeply with Singapore's Human Resource Management Framework, gaining appreciation for how leadership pathways are structured to align talent with national priorities. Six leadership career pathways stood out as adaptable for Uganda's context:

- **Social Leadership** – fostering cohesion, resilience, and inclusivity
- **Economy Building** – supporting growth and macroeconomic stability
- **Infrastructure and Environment** – promoting sustainable urban development
- **Security Leadership** – ensuring national safety and policy robustness
- **Central Administration** – enhancing efficiency and customer-centric service
- **ICT and Smart Systems Leadership** – leveraging data and technology for governance



Permanent Secretaries interacting during one of the sessions.

These frameworks offer Uganda valuable reference points as it refines leadership pipelines and career progression systems within the public service.

Learning from Singapore's Public Housing Model

A guided tour of Punggol Northshore and Singapore's "Heartlands" provided practical lessons in urban planning and community-centered housing.

Participants reflected on how Uganda could integrate principles of:

- Green living
- Digital integration
- Eco-friendly design
- Community-centered urban planning
- Smart home solutions

The experience underscored that public housing is not merely shelter, it is a tool for social cohesion, economic productivity, and environmental sustainability.

Digital Governance and the SMART Nation Strategy

Singapore's **SMART Nation Strategy** offered Uganda a blueprint for digital transformation anchored on three pillars—referred to as the **3Gs of Digital Government**:

- **Grounding** – having a clear national digital vision
- **Gear** – keeping pace with evolving technology
- **Grip** – building trust and managing change effectively



Permanent Secretaries attending an interactive session.

The visit to the Urban Redevelopment Authority and exposure to smart amenities illustrated how digital innovation can enhance service delivery, urban management, and citizen engagement.

Land Use Planning and Foresight

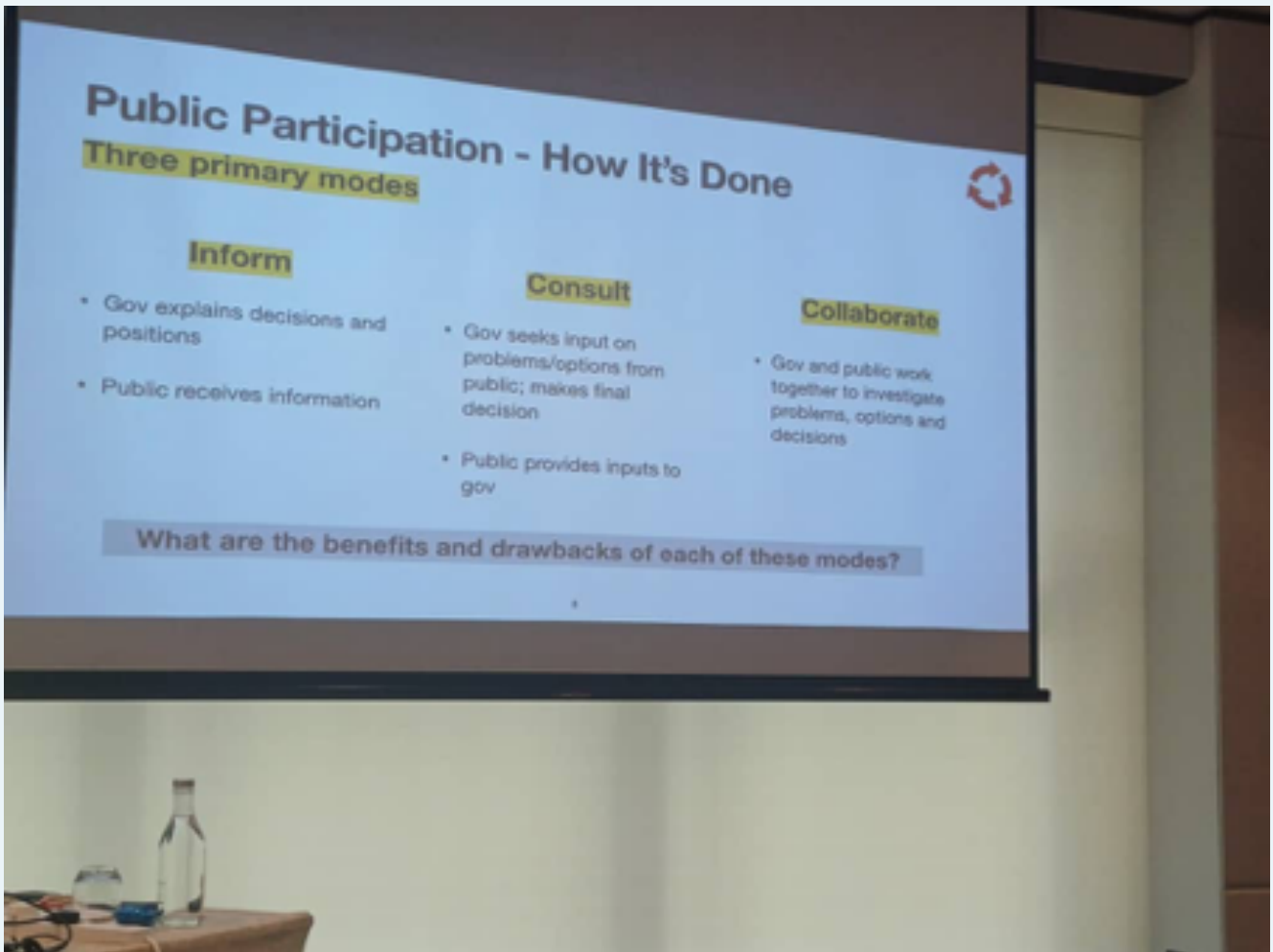
At the Singapore City Gallery, participants observed how long-term land use planning integrates water, energy, transport, waste management, and green spaces.

A key takeaway was the necessity for Uganda to adopt deliberate, forward-looking planning frameworks that balance development with sustainability.

Similarly, the session on Foresight to Strategy emphasized that strategic foresight must be institutionalized across all government entities—not as an occasional exercise but as a core governance function.

Developing a Future-Ready Workforce

A visit to Singapore's Institute of Technical Education (ITE) highlighted how structured vocational training and continuous skills development can align workforce capacity with national economic needs.



This reinforced the importance of strengthening Uganda’s technical and vocational education systems to support public sector efficiency and national development.

Integrity and Public Participation

A critical session on Building a Culture of Integrity unpacked the causes of corruption and reinforced a powerful formula:
MONOPOLY + DISCRETION – ACCOUNTABILITY = CORRUPTION
 This reinforced the need for transparency, checks and balances, and strong governance frameworks.

Equally important was the session on Public Participation, which highlighted that inclusive policy dialogue fosters trust, legitimacy, and shared national vision.

From Learning to Action

In the final session, Permanent Secretaries presented practical project proposals aimed at:

- Improving service delivery processes
- Addressing real public sector challenges
- Establishing measurable impact indicators
- Working within existing budgets
- Ensuring implementability within their control

As the Head of Public Service and Secretary to Cabinet aptly noted, “The true test of leadership begins after training when learning is translated into action.

PUBLIC SERVICE HUMAN RESOURCE AT A GLANCE IN FY 2024/25



Permanent Secretaries during one of the tours.

PUBLIC SERVICE HUMAN RESOURCE AT A GLANCE IN FY 2024/25

Uganda’s Public Service remains the backbone of national development and service delivery. The Ministry of Public Service continues to monitor the size, distribution, capacity, and sustainability of the workforce to ensure that Government institutions are effectively staffed and able to deliver on their mandates.

1.1 Growth in the Public Service Workforce

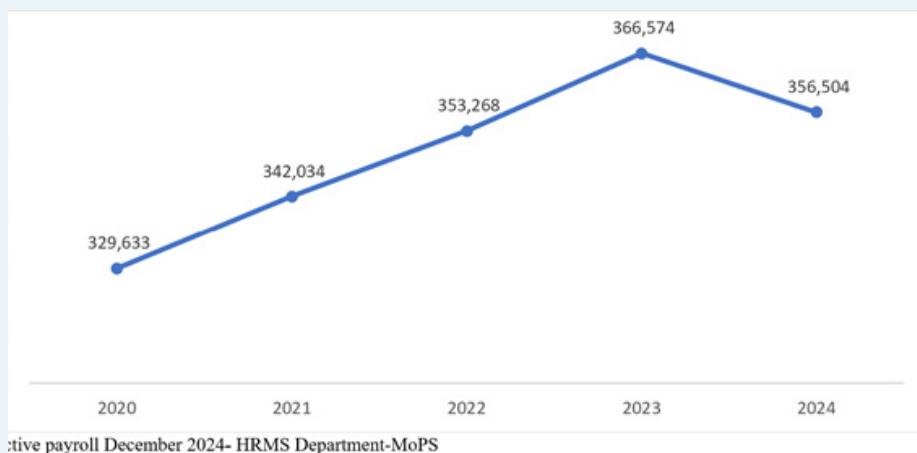
The Public Service workforce grew steadily from 329,633 in 2020 to 366,574 in 2023, an overall increase of 11.2 percent. However, in 2024, the workforce reduced to 356,504 (a 2.7 percent decline), mainly due to payroll cleaning by the Auditor General’s Office and the

rationalization of Government Agencies

Trends in Public Service Workforce, 2020–2024

1.2 Staffing Gaps Remain a National Challenge

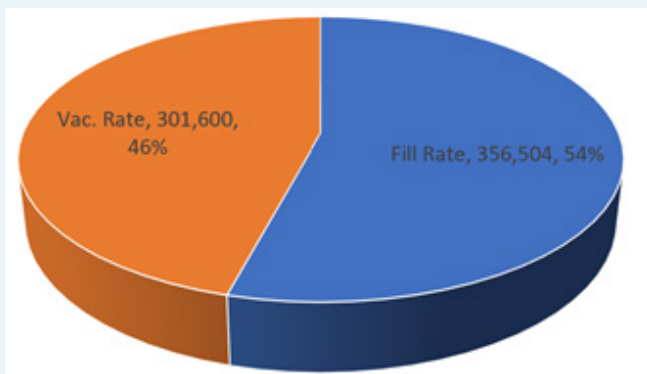
Despite growth in the public service workforce significant staffing gaps persist. Payroll data shows that only 54 percent of



the approved establishment for the Public Service in 2024 were filled, while 46% of approved positions remain unfilled across Government institutions.

Overall Staffing Levels in Public Service 2024/25

Most affected areas:



Public Universities: **68% vacancy rate**

Primary Health Care Services: **68% vacancy rate**

Referral Hospitals: **71% vacancy rate**

Key Challenges:

Inadequate wage allocation to support approved structures: Low wage bill often leads to difficulties in recruiting the required workforce due to budget limitations

Revisions of institutional structures without corresponding wage adjustments- Health Service structures were revised without corresponding wage and they are to be filled in a phased manner

Impact:

Service Delivery Strain: Staffing shortages in healthcare and education impact service quality and accessibility

Overburdened Workforce: Existing employees face increased workloads, leading to burnout and reduced efficiency

1.3 Sector Spotlight: Health Staffing Crisis (Dec 2024)

The health sector remains one of the most severely affected by staffing shortages. In 2024, only **48,113** health workers were in post against an approved establishment of **154,190** positions. This translates into a staffing level of only **31%**, leaving a vacancy rate of **69%**. Regional Referral Hospitals are the most strained, operating with staffing levels as low as **23%**, which directly affects access to specialized care and overall health system resilience.

Facility Breakdown (Dec 2024)

- ✓ Persistent shortages are most severe in Regional Referral Hospitals, threatening access to specialized care.

Health Institution Category	Fill Rate	Vacancy Rate
National Referral Hospitals	46%	54%
Regional Referral Hospitals	23%	77%
Primary Health Care Services	32%	68%
Average	31%	69%

1.4 Gender and Inclusion in the Public Service

Government remains committed to promoting gender equity and inclusive participation across the Public Service. In 2024, women accounted for **141,771 officers**, representing **40%** of the workforce, while men accounted for **214,733 officers (60%)**.

Despite this progress, women remain underrepresented in strategic leadership positions. For example, In 2024 Out of **888 senior leadership roles** which were analyzed, only **232 positions (26%)** were held by women.

Gender Profile (Dec 2024)

Female: **40% (141,771)**

Male: **60% (214,733)**

Women in leadership: **26% (232 of 888 posts)**

1.5 Workforce Age Structure and Succession Planning Alert



Uganda’s Public Service is approaching a major transition period. While the workforce is largely concentrated in productive age groups—30–39 years (35.1%) and 40–49 years (33.6%)—a significant proportion is nearing retirement.

In 2024, **22% of officers were aged 50–59 years**, with only **8.6%** under 30 years, signalling a looming retirement wave within the next decade. Without urgent succession planning, institutions risk losing experienced staff and institutional memory.

✓ **Succession Indicator**

Officers aged 50–59: **22%**

Expected retirements (2024–2028): **32,703 officers**

Teaching Service accounts for **56% (18,228 retirees)**

1.6 Career Mobility and Staff Motivation

Career progression remains constrained across several MDAs and Local Governments. Findings show that 22% of officers have remained in the same position for over 12 years, reflecting promotion bottlenecks and limited mobility. Enhancing performance-based progression and staff development frameworks will be essential to sustain motivation and productivity.

● **Career Stagnation Indicator**

Officers in same post for 12+ years: **22%**

Officers in same post for **6 to 11 Yrs: 30%**

1.7 Pension and Fiscal Pressure

Retirement and pension obligations continue to rise, placing growing pressure on public expenditure. As at November 2024, Uganda recorded 87,121 pensioners, the majority being male (72.6%). For FY 2024/25, Government approved retirement benefits amounting to UGX

1.188 trillion, comprising: Pension: UGX 750.72 billion and Gratuity: UGX 437.64 billion. Ensuring timely benefit payments while strengthening pension sustainability reforms remains a priority.

1.8 Early retirement in the Public Service

Early retirement refers to voluntary or involuntary exit from the Public Service before reaching the mandatory retirement age of 60. It is guided by the Public Service Standing Orders 2021 and may occur due to: Organizational restructuring, Health reasons, Redundancy and Personal request.

Trends in Early Retirement (FY 2020/21 – FY 2024/25)

Source: Human Resource Policy &

FY	Female	Male	Total
2020/21	213	230	443
2021/22	234	253	487
2022/23	382	437	819
2023/24	728	1,082	1,810
2024/25 (May)	197	322	519
Grand Total	1,754	2,324	4,078

Planning Department -Ministry of Public Service

Key Insights:

- ✓ **Overall increase:** Early retirements rose from 443 in FY 2020/21 to 1,810 in FY 2023/24, a more than fourfold increase, reflecting a growing trend across MDAs and LGs.
- ✓ **Sex distribution:** Males consistently retire earlier than females (57% male vs. 43% female of total exits).
- ✓ **Primary school employees** account for the majority of early retirements (76% in FY 2022/23, 79% in FY 2023/24 and 81% in FY 2024/25)

MOPS-NPA STRENGTHENING SERVICE DELIVERY STANDARDS IN GOVERNMENT INSTITUTIONS



The Technical team from NPA during the meeting

The Ministry of Public Service, together with the National Planning Authority (NPA), convened a focused capacity-building session for MDAs under the Governance and Security Programme to strengthen the development and implementation of Service Delivery Standards (SDS) in government institutions.

The meeting, held at the Ministry brought together technical officers from various agencies for an in-depth engagement on the importance of

documenting, disseminating, and operationalising SDS, as guided by the Uganda Public Service Standing Orders and Establishment Notice No. 3 of 2011.

During the session, Commissioner Fred Ongom Ojok delivered a detailed presentation, highlighting the legal, moral, and operational obligations of MDAs to provide accessible, high-quality, and timely public services.

He emphasized that aligning services to clear standards not only enhances

accountability but also improves consistency, performance monitoring, and citizen satisfaction.

Participants actively engaged in discussions, seeking clarification on sector-specific requirements and sharing experiences related to service delivery challenges.

The meeting forms part of the ongoing efforts by the Joint Technical Team from NPA and the Ministry of Public Service to provide technical support, ensure quality assurance, and harmonise standards across the Governance and Security Programme.

The capacity-building exercise reaffirms the government's commitment to strengthening public service performance and equipping institutions with the tools needed to deliver better services to citizens.

REVIEW AND DEVELOPMENT OF THE TRAINING POLICY.

1.1 Introduction

Government of Uganda is committed to transforming Uganda's society from a peasant to a modern and prosperous country within 30 years. To achieve this Vision, Government instituted Public sector reforms that would transform the Public service into a flexible, responsive and results oriented institution to improve service delivery and rapid growth. Key among these reforms was the development and implementation

of a Public Service Training Policy to provide a framework for streamlining and managing training and capacity building in the public service.

The Public Service Training Policy, 2006 was developed and implemented with the aim of developing a professionally competent administrative machinery for implementing Government Programme. The policy therefore, streamlined the training function in the public service, by establishing Training and Professional Development Committees, development of training plans at institutional level, providing guidelines and regulation for managing the training function as well as specifying key personnel in the management of the training function.

The implementation of the policy also resulted in improved allocation and utilization of training funds as well as identification and management of scholarships and fellowships available to public

officers. The policy enabled the increase in numbers of public officers accessing training support and training opportunities, which has resulted in a more knowledgeable, skilled and competent human resource that has led to the improvement of service delivery. In spite of these modest achievements, the public service is still deemed to be non-responsive and with low productivity.

Hence the need to critically review the policy so as to achieve better public service performance and outcomes.

1.2 Background

The aspiration of Agenda 2030 (SDG4), is to have an inclusive and equitable

quality education, promotion of lifelong learning opportunities and skills revolution underpinned by science, technology and innovation. There is growing recognition that to develop skills is a lifelong process. Employees enter the labour force with an initial “stock” of human capital acquired primarily through their initial formal education. Over their working lives, employees maintain and upgrade their education stock through a “flow” of training, reinforced by practical experience. In the same way that physical capital needs continuous investment to replace what has been depreciated and meet new production requirements, employees also need a continuous flow of training investment to maintain and upgrade their human capital.

The world of work is undergoing rapid and deep changes brought about by technological development, demographics, globalization and climate change. These trends are affecting the composition of employment, the nature of the tasks carried out at work and the skills required in the labour market. They are also putting enormous pressure on traditional education and training systems, calling for improved quality and new approaches to lifelong learning. Skills development can help turn these challenges into opportunities.

The frontloading of skills through initial training for a single lifetime qualification is no longer sufficient or effective and is increasingly being challenged in the context of rapidly changing skill needs. Education and training systems of the future need to be flexible and prepare individuals to learn continuously over

their life.

Training is being recognized increasingly as the key to labour markets competing internationally and performing successfully. A good training system is crucial for any organization to develop and retain high professional standards of conduct and performance for its staff. The staff is faced with a constantly changing regulatory framework which needs implementation and enforcement, as well as new demands from the growing private sector and the citizenry at large. These challenges can only be met if the staff is highly qualified and constantly updating their qualifications. A sound system of in-service training is therefore crucial to keep the personnel within the public service on equal footing with the rapidly changing environment.

The aspiration of Agenda 2063 (Goal 2) and the EAC Vision 2050 too, is to have an inclusive and equitable quality education, promotion of lifelong learning opportunities and skills revolution underpinned by science, technology and innovation.

There is an ever-growing demand for building knowledge and skills in regional and continental integration, particularly, in this new era of the African Continental Free Trade Area (AfCFTA), which is one of the pillars of the African Union Agenda 2063. The Centre for Regional Integration in Africa’s (CRIA) capacity building and training programme seeks to build much needed capacity for effective management and inclusive engagement in processes of regionalism in Africa. This aims at building the capacity of African government officials at national, regional

and continental levels, equip them with the necessary tools to design, negotiate, implement, monitor and evaluate PTA with particular focus on the Africa Continental Free Trade Area.

The Public Sector Management Training Program (PSMTP) was identified, developed and validated by representatives of training institutions, the public sector, civil society and donors, to address the need to increase the supply of qualified public sector managers on the African continent in response to a study commissioned by African Capacity Building Foundation (ACBF). The main objective of this project is to improve the performance and productivity of the public sector in the Anglophone West African countries through the provision of balanced academic and professional training in public sector management in Africa.

The capacity of public sector institutions is essential to sustaining effective economic growth and responsive public sector services. To ensure that the public sector has the required capabilities, governments from across the African continent have established a variety of training institutes. These institutes, often with donor support, have established and continue to establish programmes for the training of public sector officials.

The Uganda Vision 2040 identifies human capital development as one of the fundamentals that need to be strengthened to accelerate the country's transformation and harnessing the demographic dividend. However, Uganda's human capital is characterized by low labour productivity. Analysed

along the life cycle, this is mainly attributed to: weak foundation for human capital; and lack of appropriate knowledge, skills and attitudes.

Vocational education and training system in the country is relatively small with most of the programmes being pre-employment, supply driven and targeted towards modern sector needs. Most skill and vocational training in the country does not follow the more efficient in-employment model. Rapid and continued changes in technology require on-the-job training and re-training to facilitate entry and re-entry into the labour market.

In order to successfully link skills training, employment creation and development, skills training policies need to target three objectives: matching supply to demand for skills, helping workers and enterprises adjust to change; and forecasting as well as delivering the new and wider skills that will be needed in the future

In a nutshell therefore, training should aim at addressing identified performance gaps and hence training activities must be based on the need to close performance gaps and raise effectiveness and quality of service.

1.3 Problem Statement

Training in the Public Service refers to the systematic process of imparting skills, knowledge and behaviours using formal and informal methods and any other activity that facilitates learning with the aim of improving the performance of Public Servants. The issues of concern with Training in the Public Service

are; unsystematic process of training; inadequate skills and knowledge; and unethical behaviors. These have been largely attributed to; unharmonized training interventions, inadequate career guidance and management, lack of a learning organizational culture, and negative mindset in the Public Service.

The Uganda Vision 2040, recognizes that among the strategic bottlenecks constraining the country's socio-economic development since independence are underdeveloped human resources. The NDP III, recognizes that Uganda's Public Service continues to face a shortage of requisite skills, with only a few people having the required capacity to match up to their job.

Relatedly, there is a low up-take of training programmes and other services at the Civil Service College Uganda which was established in 2010 as the In-Service Training institution of government for training in compliance with the interventions stipulated under the Policy Paper on Public Service Transformation. This has been largely attributed to the uncoordinated training interventions conducted by several Institutions like the Uganda Parliamentary Training Institute, Uganda People's Defence Forces Training Institutes, National Leadership Training Institute (NALI), the Judicial Studies Institute among others that are legally registered to carry out the training function in their specific Sectors.

The above issues have resulted into: poor service delivery; non-compliance to the Policy and Legal frameworks; wastage of resources; poor image of the public service; workplace conflicts; poor

attitude towards service recipients; delay in implementation of planned outputs; low attraction and retention of critical talents; and irrational business processes as reflected in the National Service Delivery Survey (NSDS) 2021 on Public Sector Management.

Therefore, the anticipated outcomes of the policy have been elusive, hence the review of the policy to provide a robust and appropriate strategies for better management of the training function in Ministries, Departments, Agencies and Local Governments is inevitable.

Bureaucratic hurdles which hinder the smooth flow of information and collaboration.

1.4 SWOT Analysis of the Policy

To get a clear understanding of the situation of the Training policy, a SWOT analysis was carried out. The SWOT framework consists of four elements: strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are the internal factors that you can control or improve whereas opportunities and threats are the external factors that you cannot control, but can influence or respond to.

Strengths

- ✓ All MDAs have a budget line for the training function
- ✓ The policy is aligned with the existing laws and regulations like the Public Service Act, 2008, The Public Service Standing Orders, 2021 and the Constitution
- ✓ The Civil Service College Uganda (CSCU) is in place to offer In-service training

- ✓ All MDALG have Training Committees (TCs) whose main role is to identify the training needs for the various staff
- ✓ Professional Development Committees (PDCs) are in place in MDALGs maintain good relationships with the Development partners of government activities
- ✓ Policy commitments: There are several policies that have been put in place with an objective to promote and encourage training in the Public Service such as Uganda Vision 2040 and the NDP IV
- ✓ High political will and support

- stakeholders
- ✓ Weak monitoring and evaluation system
- ✓ Budget cuts due to limited resources
- ✓ Limited cooperation from MDAs and training institutions
- ✓ Communication gaps in the communication channels and methods which hinders stakeholder engagements
- ✓ Non adherence to the needs assessment to inform training.

Weaknesses

- ✓ Poor coordination due to unclear roles and responsibilities of

Opportunities

- ✓ Available talented workforce
- ✓ Available resource pool to provide training
- ✓ Opportunities for collaboration with the private sector and



Review and development of Training Policy headed by Commissioner HRPD Dr. Stephen Okiror Opio at CSC Jinja.



- partners
- ✓ Availability of potential funding sources
- ✓ Emerging technologies presenting new opportunities
- ✓ Emerging trends in management
- ✓ New training techniques like e-learning
- ✓ The current education reforms are aimed at vocational education and skills training
- ✓ Policy alignment with stakeholder interest and needs of key stakeholders
- ✓ Increased interest and support extended to the training function.

- ✓ Shifts in public expectations due to changes in policy priorities
- ✓ High cost of undertaking training at the CSCU especially the Local Governments
- ✓ High demand for training opportunities
- ✓ Inadequate allocation of funds for training.

COMMUNICATION STRATEGY

The Ministry of Public shall develop and implement communication strategy for disseminating the policy, policy activities and policy outcomes. The Ministry of Public Service shall inform MDALGs on all matters relating to the policy regarding policy changes, progress of implementation, reporting, policy outcomes and impacts. The Ministry shall use approved channels for communication the policy including, print, television, internet-based communication.

Threats

- ✓ Loss of support from key stakeholders like the World Bank due changes in their priorities or perspectives

Table 3: Communications Plan

Stakeholder/ Stakeholder Group	Objectives (Action Desired)	Message Content	Delivery Method(s)/ Avenue	By When Frequency
Cabinet	Policy direction and support	<ul style="list-style-type: none"> ✓ Policy outcomes ✓ Progress on implementation 	Cabinet Paper	Annual
Parliament	Policy support and budget approval	<ul style="list-style-type: none"> ✓ Policy outcomes ✓ Progress on implementation ✓ Budget approval 	Ministerial Policy Statement	Annual



Stakeholder/ Stakeholder Group	Objectives (Action Desired)	Message Content	Delivery Method(s)/ Avenue	By When Frequency
MDALGs	Policy Implementation	<ul style="list-style-type: none"> ✓ Policy direction ✓ Progress on implementation 	CSI	Annual
Academia/ Training Institutions	Policy Implementation	<ul style="list-style-type: none"> ✓ Policy outcomes ✓ Progress on implementation 	Reports	Annual
Private Sector Representatives	Policy Implementation	<ul style="list-style-type: none"> ✓ Policy outcomes ✓ Progress on implementation 	Reports	Annual
Development Partners	Policy Implementation Budget support	<ul style="list-style-type: none"> ✓ Policy outcomes ✓ Progress on implementation 	Reports	Annual

Conclusion

In summary all training activities will be evaluated to determine what they intend to achieve, their effectiveness, impact and value for money. Evaluation will be done continuously before and during every training event and afterwards where possible.

And with that... 2025 was gone!



Cake cutting at the end of year staff engagement



The Permanent Secretary Ministry of Health Dr Diana Atwine speaking to staff. To her left is the State Minister for Public Service Hon. Grace Mary Mugasa.



The State Minister for Public Service, Hon. Grace Mary Mugasa; the Permanent Secretary, Mrs. Catherine Bitarakwate Musingwiire; and the Under Secretary, Mr Irumba Rodgers Kaija.



THE REPUBLIC OF UGANDA
MINISTRY OF PUBLIC SERVICE
Service Delivery Excellence

Building a Transformative Public Service

VISION

A Public Service that is Affordable
Efficient and Accountable in
Steering Rapid Economic Growth
and Social Transformation.

MISSION

To provide human resource policies,
management systems and structures that
facilitate efficient and effective Public Service
performance for National development and
improved quality of life in Uganda.

MANDATE

The Ministry of Public Service
exists to Develop, Manage and
Administer Human Resource Polices,
Management Systems, Procedures
and Structure for the Public Service

CORE VALUES

Integrity
Independence
Confidentiality
Merit
Fairness and impartiality

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