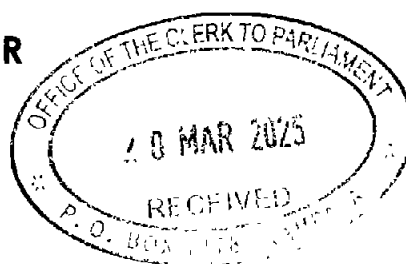




**OFFICE OF THE  
LEADER OF THE OPPOSITION**

**ALTERNATIVE POLICY STATEMENT  
PUBLIC SERVICE SECTOR  
FY 2025/26**



  
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SHADOW MINISTER**

**March, 2026**

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## EXECUTIVE SUMMARY

In accordance with Rule 146 of the rules of procedure of the Parliament of Uganda, and Section 6E of the Administration of Parliament (Amendment) Act, 2006 which requires and empowers the various Shadow ministers to present alternative statements on the floor of the House for consideration and possible implementation, this Alternative Policy Statement is accordingly presented for the Public Service portfolio for FY 2025/26.

The Ministry of Public Service is mandated to among other things: develop, manage and supervise implementation of human resource policies, management systems, procedures and structures for Public Service. The ministry's vision is to create "A Public Service that is affordable, efficient and accountable in steering rapid economic growth and social transformation. Its Mission is "To provide human resource policies, management systems and structures for an effective and efficient Public Service that facilitates national development".<sup>1</sup>

The mandate of the Ministry of Public Service is implemented together with that of the Public Service Commission (PSC), whose specific mandate is to attract, recruit, develop, and retain an efficient and motivated workforce that is able deliver services. MoPS serves all ministries, departments, agencies and local governments. The quality of a country's Public Service reflects the kind of life a people live in a given society.<sup>2</sup>

The world is excessively competitive; it pays big for top brains and pays competitive wages. This explains the increasing brain drain of Ugandan experts

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<sup>1</sup> Ministerial Policy Statement, FY 2024/25

<sup>2</sup> Open Public Services White Paper



especially in the medical field and academia that are taken to better paying countries to work. This, therefore, is an open threat and challenge that countries like Uganda are faced with and for which they must look out for solutions.

The District Service Commissions have turned into corruption hubs where jobs are sold to incompetent people<sup>3</sup>. There is therefore need to review and streamline the appointment of commissioners and an immediate substitution of District Service Commission with a competent commission at the sub regional level. The current discriminative system in terms of remunerations encourages other civil servants to resort to stealing public funds 'officially' through dubious claims and projects while at the same time pretending to work.

#### **Summary of Key Alternative policies:**

1. **Establish and functionalize a National Salaries Review Commission** to harmonize salary disparities that have caused discord and demoralization among public servants
2. **Strengthen the District Service Commissions** by tightening recruitment and supervision of commissioners
3. **Strengthen performance in Public Service to remove role duplications**, such as the office of RDCs and their deputies.

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<sup>3</sup> <https://www.monitor.co.ug/News/National/District-Service-Commission-suspended-corruption-allegations/688334-5364182-sr80hsz/index.html>;  
[https://www.newvision.co.ug/new\\_vision/news/1503718/namisindwa-recruitment-exercise-marred-bribery-claims](https://www.newvision.co.ug/new_vision/news/1503718/namisindwa-recruitment-exercise-marred-bribery-claims); <https://www.monitor.co.ug/News/National/Sheema-service-commission-on-the-spot-over-corruption/688334-5429022-112esa4/index.html>



4. **Automate and modernize management systems of government, such as pensions management systems,** to make business processes more efficient and more service friendly.
5. **Reduce the size of Parliament by 50% from the current 456 members** to make Parliament more cost-efficient.
6. **Abolish use of government vehicles and establish a vehicle hire purchase scheme for public servants**

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## LIST OF ACRONYMS AND ABBREVIATIONS

AAPAM	Association of African Public Administration and Management
BFP	Budget Framework Paper
Bn	Billion
BSC	Balance Scorecard
CAO	Chief Administrative Officer
CSCU	Civil Service College Uganda
DSC	District Service Commission
EAC	East African Community
FY	Financial Year
GOU	Government of Uganda
HoD	Head of Department
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
HRP	Human Resource Planning
HTR	Hard To Reach
IFMS	Integrated Financial Management System
IPPS	Integrated Personnel and Payroll System
IT	Information Technology
LGs	Local Governments
LOP	Leader of Opposition
M&E	Monitoring and Evaluation
MC	Municipal Council
MDA	Ministries Departments and Agencies



MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labor and Social Development
MOLG	Ministry of Local Government
MoPS	Ministry of Public Service
MTEF	Medium Term Medium Expenditure Framework
NDP	National Development Plan
NTR	Non Tax Revenue
OAG	Office of the Auditor General
OP	Office of the President
OPM	Office of the Prime Minister
PSC	Public Service Commission
PSPF	Public Service Pension Fund
PSRRC	Public Service Review and Reform Commission
SDS	Service Delivery Standards
SMT	Senior Management Team
TC	Town Council
SMS	Simple Message Service

## 1.0 INTRODUCTION

The authority to present the alternative policy statement is derived from Rule 146 of the rules of procedure of the Parliament of Uganda, and Section 6E of the Administration of Parliament (Amendment) Act, 2006 which require and empower the various Shadow ministers to present alternative policy statements on the floor of the House for consideration and possible implementation. Rule 146 of the rules of procedure of Parliament, 2017 allows the shadow ministers to submit their Alternative Policy Statements to Parliament by the 29<sup>th</sup> day of March every year.

Section 6E (1): *"The principal role of the Leader of the Opposition is to keep the government in check."* Section 6E (2) states: *"The Leader of the Opposition shall under subsection (1), in consultation with his or her party leadership appoint a Shadow cabinet from members of the opposition in Parliament with portfolios and functions that correspond to those of Cabinet Ministers."* Section 6E (4) states: *"The Leader of the Opposition (LoP) shall study all policy statements of government with his or her Shadow ministers and attend committee deliberations on policy issues and give their party's views and opinions and propose possible alternatives."*

Besides, the Republic of Uganda issued a guide<sup>4</sup> in 2013, on what policy is. It defined policy to mean a course or principle of action adopted or proposed by a government, party, business or individual. This guide was founded on and agrees with Thomas R. Dye who in 1995, in his *Understanding Public Policy*, summarized policy to mean *"whatever governments choose to do or not to do"*<sup>5</sup>

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<sup>4</sup> The Republic of Uganda: A guide to policy development & management in Uganda. October 2013.

<sup>5</sup> Dye Thomas R (1995) *Understanding Public Policy*.





Alternative policy therefore, in this context, comprises of different actions, tools and measures, put together, which are capable of attaining specific policy outcomes<sup>6</sup>.

Following the above frameworks, I submit this Alternative Policy Statement for the Public Service sector for FY 2025/26.

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<sup>6</sup> Howlett & Rayner, 2013,

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## **2.0 STRATEGIC IMPORTANCE OF THE PUBLIC SERVICE SECTOR**

World over, the strategic position and importance of Public Service ministry and its related institutions are central to social, economic and development needs of society. Most of the old democracies and economies rely on ethical traditions and efficiency, effectiveness, accountability, transparency and productivity to sustain and engineer social cohesion, economic prosperity and political stability in their countries.

They talk of public service traditions, values and ethos. These are intertwined with the values and aspirations of their societies as well as an industrial culture. In newly industrialized societies especially of eastern Asia such as South Korea, Japan, Singapore, Hong Kong, China, and several others, these form the main anchor in driving and modernizing their economies and advancing innovations. China's growth for example is attributed to the culture of putting the state above oneself<sup>7</sup>.

These are accompanied by an enabling work environment, freedom to make decisions, good remunerations and incentives, equal opportunity, merit-based recruitment and transparent career progression, consensus between team building and team work, rewards/ recognition for excellence, and coalescence between political and bureaucratic policy agenda and expected outcomes. Such an environment is a far cry from Uganda's Public Service under the partisan and discriminatory NRM regime.

A combination of these factors has facilitated rapid development in the newly industrialized Asian countries. Several studies have shown that the economic miracle was largely facilitated and enabled by bureaucratic technocracy, high

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<sup>7</sup> <https://www.tutor2u.net/geography/reference/factors-explaining-the-rapid-economic-growth-of-china-in-recent-decades>



ethical standards, hard work and devotion to development-oriented management. What the people of Asia have achieved in social-economic development since the 1980s should be of great lessons and inspiration to us<sup>8</sup>.

Our Ministry of Public Service is mandated to provide strategic and managerial leadership on all matters of human resource in Uganda's Public Service. The ministry must make sure that there is effective and efficient service to the public through taking care of enabling policies, systems and structures. All these must focus on performance for national development and geared towards improving the quality of life of Ugandans.<sup>9</sup>

The role of every government is to serve the people they lead. MoPS is directly responsible for this because the Ministry's strategic objective is to enhance performance and accountability and strengthen management systems for efficiency of service delivery. Unfortunately, service delivery by the public service is rated so low. Findings of the study done by the very ministry indicated that public service delivery was rated at 47.4%<sup>10</sup>.

The Ministry of Public Service is run under three directories which include Management Services, Inspection and Quality Assurance and Human Resource Management. All these three directories work with Public Service Commission (PSC) and the newly created Jinja-based Civil Service College to provide human resource policies, management systems and structures that are expected to

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<sup>8</sup> <https://www.tutor2u.net/geography/reference/factors-explaining-the-rapid-economic-growth-of-china-in-recent-decades>

<sup>9</sup> Ministry of public service: <https://publicservice.go.ug/about-the-ministry>

<sup>10</sup> Ministry of Public Service Strategic Plan; 2020/21 – 2024/25



facilitate efficient and effective Public Service performance for national development and improved quality of life in Uganda<sup>11</sup>.

The ministry is geared towards attaining the core values of integrity, independence, confidentiality, merit, fairness and impartiality. It is directly aligned to NDP IV objective 4 whose aim is to increase productivity, inclusiveness and wellbeing of the people<sup>12</sup>. But looking deeply into the current situation of Public Service, the country has lost a lot of manpower to foreign countries due to the poor policies and remunerations that govern the sector<sup>13</sup>.

For a country whose biggest manpower is youth and yet in its core development there is no focus on skilling this largest and more active section of the population to ensure sustainability, it is bound to face anarchy and chaos soon or later. Most of our educated youth are basically unemployable because they lack skills<sup>14</sup>.

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<sup>11</sup> <https://publicservice.go.ug/>

<sup>12</sup> Ministry of Public Service Strategic Plan; 2020/21 – 2024/25

<sup>13</sup> [https://www.newvision.co.ug/new\\_vision/news/1160562/brain-drain-hits-uganda](https://www.newvision.co.ug/new_vision/news/1160562/brain-drain-hits-uganda)

<sup>14</sup> National Development Plan III,



### 3.0 OVERALL DIAGNOSTIC PERFORMANCE OF THE SECTOR

The analysis of this sector achievement is restricted to the major programmes implemented by the Ministry of Public Service, that is; Inspection and Quality Assurance, Management Services, Human Resource Management, Management Systems and Structures, Public Service Pensions (Statutory), Public Service Pensions Reform and Policy, Planning and Support services and those programmes implemented by the Public Service Commission – Public Service selection and recruitment.

The wage of *Medium Term Expenditure Framework* programme (MTEF) for FY2025/26 is similar to that of FY2024/25 and yet there is a government commitment to implement phase two of the pay enhancement policy.<sup>15</sup>

The Ministry of Public Service supervises the public service delivery systems as they relate to human resources and management in the service delivery sectors. The NRM regime set out an ambitious target of a middle income country by 2020. To achieve this together with the objectives of Vision 2040, it required a major shift in the way the public service conducts business. Public officers need to be extraordinary, be conscious of putting the people first, be innovative and critically steer public institutions to greater heights than what is currently being done.

In fact, when one visits any public office either in Kampala or upcountry, it is clear that very little is going on there. Absenteeism and lethargy are common among staff. This is compounded by lack of tools to work due to poor funding.

**Critical staffing posts in LGs:** To date, a number of critical positions in most local governments are still vacant. These include heads of department, heads of

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<sup>15</sup> Budget Framework Paper for FY 2025/26



procurement unit, internal auditors, sub-county chiefs, town clerks for town councils and parish chiefs.

Whereas the policy on decentralization is desired, good and fully supported, it is unfortunate that some district leaders have manipulated to serve their nepotism, corruption and sectarianism tendencies where they want to recruit their own people or those who pay for their way in at the expense of merit and service delivery<sup>16</sup>. Another sad thing is that a significant number of district leaders prefer to maintain officers in acting capacity so as to keep them paying political allegiance to the regime.

To minimize these abuses, Public Service Commission should be restructured and decentralized to regions instead of districts as it is the case presently. Regional PSCs should recruit for districts. Meanwhile, accounting officers who fail to recruit staff when the wage bill is provided should be held to account and be penalized.

## Budget Analysis

**Table showing the budget allocation for the Public Service sector from FY 2019/20-2020/21**

Billion Uganda shillings Programme Service	2024/2025			2025/2026		
	UGX	% TSB	% TNB	UGX	% TSB	%TNB
Vote 005: Ministry of Public Service	31.315	78.0%	0.1%	31.315	78.0%	0.1%
Vote 146: Public Service Commission	8.86	22.0%	0.0%	8.857	22.0%	0.0%

<sup>16</sup> [www.monitor.co.ug/News/National/Sheema-service-commission-on-the-spot-over-corruption/688334-5429022-112esa4/index.html](http://www.monitor.co.ug/News/National/Sheema-service-commission-on-the-spot-over-corruption/688334-5429022-112esa4/index.html)



Billion Uganda shillings	2024/2025			2025/2026		
Programme Service	UGX	% TSB	% TNB	UGX	% TSB	%TNB
Total Sector Budget (TSB)	40.172		0.1%	40.17		0.1%
Total National Budget (TNB)	39,837.30			36,221.66		

**Source: Analysis of data from Budget Framework Paper and sector Ministerial Policy Statement for FY 2025/26**

From the above, sector received UGX 40.17 billion as allocation for FY 2025/26, quite similar to what was allocated to it FY 2015/26 in which it received UGX 40.172 billion shillings.

It's generally clear that this is one of the underfunded sectors as it takes only 0.1% of the TNB. With this kind of budget, the officers in Public service have remained with very poor and low motivation, leading to a poor work culture, poor performance practices which continues to affect the Public service sector in Uganda

The meagre budget does not allow the Public service to advertise and fill empty work positions, meaning that the delivery of services remains hampered. It's not advisable for example to just recruit without an allocation for payment of salaries. Several sectors remain understaffed within the public service, leaving the country underserved<sup>17</sup>.

Only approximately 1% of the sector budget is put to development of sector. This means that the officers in this sector receive so little in regard to R&D and training which really affects their quality and delivery at work. Because of the poor pay

<sup>17</sup> <https://ugandaradionetwork.com/story/understaffed-govt-agencies-limiting-service-delivery>



and low motivation in the sector, there are high levels of corruption in Public Service<sup>18</sup>. Like we noted, there is very little salary enhancement in the sector and as such, public officers are paid very little as compared to other officers who work say in other government authorities like KCCA, URA and or UNRA.

This meagre allocation to the sector also affects the payment of gratuity, and many people who worked for public service end up even dying without accessing their gratuity and pensions. The Auditor General, once noted about the public service sector, that *"as a country, we have failed the hard working men and women who gave their all in service of this country. We have failed them because some retire to nothing, simply because government and the ministry of public service has messed up their pension"*

As a country, we need to focus on how we better our public service, to regain the integrity it used to have. People have to feel proud again in working for the PS, failure of which, our people cannot get better services as corruption will be the order of the day because of low pay and lack of motivation at the places of work. There is need to invest more money in this sector to settle its unfunded priorities as set out in the MPS 2025/26

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<sup>18</sup>[https://www.academia.edu/31402328/Corruption\\_and\\_Service\\_Delivery\\_in\\_Public\\_Sector\\_of\\_Uganda\\_Causes\\_and\\_Consequences](https://www.academia.edu/31402328/Corruption_and_Service_Delivery_in_Public_Sector_of_Uganda_Causes_and_Consequences)





#### 4.0 PERFORMANCE OF THE SOCIAL CONTRACT

This section examines the various commitments that the current government has made to the people of Uganda through mediums such as the NRM election manifesto, National Development Plan and other representations and commitments.

The members of the Public Sector Management are responsible for spearheading and managing reforms in government, managing talent as well as coordinating resources and information flow in the public sector. Much as the ministry successfully implemented a number of reforms, program and strategies for improving service delivery, it is still constrained by strategic coordination issues, decentralization challenges and a perceived slow and non-responsive public service system, among other challenges<sup>19</sup>.


In an effort to increase public service efficiency in implementation of policies and program, the government promised to implement reforms in areas of; pay reform (competitive pay), performance contracts for heads of MDAs and LGs (contracts to include NDP-IV sector targets and results), and establishing an incentive and punishment system for best performing institutions/ individuals and nonperformers respectively. They have done very little on their promises to date.

**Discriminatory remunerations.** Besides Public Service pay being low, it is apparent that there are gross discrepancies in the pay levels across traditional public service ministries, departments and agencies. This is a serious de-motivator for the public servant in the traditional public service institutions<sup>20</sup>. The argument

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<sup>19</sup> MoPS, BFP 2025/26

<sup>20</sup> <https://www.monitor.co.ug/News/National/Salary-disparity-sparks-rage-among-civil-servants/688334-5299064-148genhz/index.html>



advanced for this discrepancy is that selective pay is necessary for certain categories of staff in particular institutions.

However, it should be noted that the efficiency of institutions such as the Auditor General or the Judiciary depend on the entire civil service infrastructure. For example, the efficiency and effectiveness of Prosecutors (judicial officers) depend on the Police who carry out investigations yet, the latter are poorly paid. It is therefore not surprising that the police officers have been reported among the most corrupt public servants. This undesired current situation is causing job preferences within the same sector leading to demotivation of those who cannot access the juicy paying job positions in the same sector.

**Automate Government operating systems.** Government has failed to automate operating systems in its ambitious e-Government plans. Public Service delivery remains largely under the grip of cumbersome systems that increases the cost of Public Services. Several times, Government targeted to reduce the cumbersome systems but has failed where it has remained at 40% since 2020. This is evidence of failure to fully have automated Government operating systems interconnected. Information technology also provides opportunities for self-service which greatly reduces cost of accessing service. Officers are also able to work away from station using Information technology.

**Thousands of unfilled positions.** The NRM regime runs on a Public Service with acute staffing levels in MDAs and LGs which is disheartening. Currently, there is a huge staffing gap of over 295,000 positions in the Public Service<sup>21</sup>. This huge staffing gap creates heavy work overload on the few existing staff, limits the ability of the public entities to effectively deliver and achieve their mandate. There is

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<sup>21</sup> [www.Monitor.co.ug/Over 295,000 public jobs vacant – report](http://www.Monitor.co.ug/Over%20295,000%20public%20jobs%20vacant%20-%20report)



also a risk that optimum output is not achieved, which may affect the quality of service delivery.

**Weak District Service Commissions.** The Government has failed to put in place competent commissioners, particularly the District Service Commissions to address the tasks they are mandated to undertake. DSCs are non-existent in some districts or are not fully constituted or non-functional. This has been compounded by the fact that in many districts, decentralization has been misconstrued to mean localization. Most DSCs are composed of exclusively local residents with a preference of recruiting "children of the soil" but who can pay for their position regardless of the required competences<sup>22</sup>. It is therefore, not surprising that many vacancies in the LGs remain vacant and drastically affecting the quality of Service Delivery.

But we should also bear in mind that service delivery is equally impaired by lack of funds for service inputs and development projects.

## **5.0 KEY ALTERNATIVE POLICIES AND JUSTIFICATION**

Good public services are one of the foundation stones of a civilized society. As citizens and taxpayers, we rely on the Police to patrol our streets to deter crime, to protect our lives and property. If we get seriously injured, we expect a good ambulance to come when we call for emergency assistance. When we take our children to school, we look to teachers to pass on to them the best of human knowledge. Good public services are an essential part of everyday life, and being able to access those services is one of the most basic requirements that we, as

citizens, demand from government in return for our taxes. Social services are the main reason citizens, without any exception, pay taxes.

Our policy alternatives are directly and variously derived from election manifestos of the Opposition Political Parties advanced in the previous elections. They are also informed by our analytical review of this sector, drawing from the lessons and challenges emerging therefrom, and best practices from other similar jurisdictions.

We, the Alternative Government, will therefore do the following:

- i. Establish and operationalize a National Salaries Review Commission to harmonize salary disparities that have caused discord and demoralization among public servants**

There are several discrepancies in salaries of public servants in the country that has turned out to be one of the leading sources of staff demotivation. There is therefore, urgent need to establish the National Salaries Review Commission and charge it with the duty of addressing the issue of distortions in pay among all public institutions. The Commission's first task should be to review terms of service and salaries and wages across the service and ensure that the set guidelines are complied with. It is critical that the Public Service remuneration structure is administered on the principle of "Equal pay for work of Equal Value".

The Commission will also address the annoying salary arrears and ever delayed pensions for traditional public servants, soldiers, police and teachers that accumulate resulting from poor planning projections, poor records and data management and incorrect figures on the number of staff.



**ii. Strengthen the District Service Commissions by tightening recruitment and supervision of commissioners**

We need to amend Article 198 of the Constitution to deal with the inadequacy of the District Service Commission. Recruitment and promotions have so far been politicized, and infested with corruption tendencies. Without a “kaki envelop” (bribe) or political connections, today, one cannot get a government job or get promoted in most districts. This has condemned the youth from poor families to permanent unemployment and at the same time turned public service to be a preserve of children of the rich and those from families of NRM members.

We will, therefore, streamline the appointment of commissioners to ensure only people of integrity sit on it, rather than the current way where it is used by the district chairman to reward political loyalty. Further, there will more effective central supervision of the district service commission to ensure it operates above board and sticks to the rules.

**iii. Strengthen performance in Public Service to remove role duplications, such as the office of RDC.**

The NRM government has failed to restructure and reduce the size of government. Instead it continues to expand the size of government and hence unnecessarily increasing the cost of Public Administration mainly for the purpose of renting votes.

A huge government created for patronage politics has distorted and undermined Public Service delivery as it is costly and does not consider merit. The big



government also causes poor remuneration in the Public Service sector and duplication of roles and responsibilities amongst MDAs. It undermines efficiency and service delivery

There is therefore need for a comprehensive restructuring of Public Sector to remove mandate overlap and create efficiency and cut down the cost of Public Administration<sup>23</sup>. A good example of overlap and duplication of duties is the office of the Resident District Commissioner (RDC) and that of the Chief Administrative Officer (CAO) both of whom are sent by Central government.

**iv. Automate and modernize management systems of government, such as pensions management systems, to make business processes more efficient and more service friendly.**

Government of Uganda is still lagging behind in Information and Communication Technology application. Under the National Development Plan (NDP II), the promise to automate government processes as enshrined under the e-government initiative has not been implemented fully because there is still acute shortage of IT equipment such as computers, printers, photocopiers, and skilled manpower.

In addition, most local governments lack internet connectivity and reliable networks. Some districts officials have to travel to the center (Kampala) or in some instances sub regional offices to beg and input their data into the IPPS at the MoPS. This creates gaps and delays in submitting and processing pay change reports, preliminary payrolls and other documents to the center.

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<sup>23</sup> National Unity Platform Manifesto 2021 – 2026 FDC



Establishment of adequate ICT infrastructure across the country to interconnect the Public Service operating systems is of great necessity and urgency. Availability of broadband network across the country is a critical component to achieve greater adoption of online multimedia and Internet-based applications for better service delivery.

Automated business processes will reduce red tape, the cost of doing business in Public Service and therefore reduce corruption. All files and ages of public servants about to reach retirement should be streamlined and timely notifications (by sms) both to the ministry and persons about to retire be given to enable better planning on both sides.

**v. Reduce the size of Parliament by 50%.**

With the current number of 529 MPs, Uganda's Parliament is unnecessarily big<sup>24</sup>. India, with a population of 1.38 billion people has a total of 552 Members of Parliament<sup>25</sup>, with each Member representing approximately 2.5 million people. China, with the largest Parliament of 2,980 legislators in the entire world has a population of about 1.439 billion people, with each legislator represents an approximately 482,000 people. Nigeria, with a population of about 206 million people has 360 Members of Parliament, meaning that each legislator represents approximately 570,000 people.

Uganda, on the other hand, with a population of 48.66 million<sup>26</sup> people, has over 529<sup>27</sup> Members of Parliament, with each MP representing approximately meaning that every legislator represents only 91,984 people. A leaner House

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<sup>24</sup> <https://www.parliament.go.ug/page/composition-parliament>

<sup>25</sup> <https://worldometers.info>world-population>

<sup>26</sup> <https://worldpopulationreview.com/countries/uganda-population/>

<sup>27</sup> <https://www.parliament.go.ug/find-an-mp>



would maximize member contribution to debates, as well as ensure more effective representation.

Furthermore, we also strongly propose that cabinet ministers should not be MPs and in case an MP is appointed to cabinet, she or he should resign their seats before taking over the cabinet positions.

We further propose that each district is represented in Parliament by a woman and a man. Or an MP should represent at least 200,000 people while taking into account the size of the constituency and development of the infrastructure therein.

These measures will achieve a reduction of the size of Parliament by 50% from the current 529 Members of Parliament.

The legislature is also expected to do oversight and carry out checks and balances on the Executive. It is therefore difficult for MPs who are also ministers to superintend over the affairs of the state and at the same time do checks and balances on themselves.

**vi. Replace purchase and use of government vehicles with a vehicle hire purchase scheme for public servants.**

The current Government continues to waste a lot of tax payers' money on a huge government fleet this is in terms of actual vehicle purchase, maintenance costs, fuel costs and other forms of wastage. Our Government would rationalize the use of government vehicles by cutting down on the vehicle fleet and restricting the level of officials that will be provided with official vehicles and establish vehicle hire purchase schemes for Public Servants. This measure will contribute to saving





the tax payers from inflated vehicle maintenance costs, fuel costs and other forms of wastage.

**Annex 1** presents a summary of our key alternative policies, benefits therefrom and the impact of not implementing the policy alternative.

## **6.0 CONCLUSION**

Though, there is no single model of public management that offers a magic bullet to deep-set problems of public administration in any country, government should appreciate the strategic importance of Public Service in revolutionizing

g and accelerating growth in the GDP. It is the reason that government should invest more in reforming the Public Service Sector, through giving it sufficient funding for effective service delivery.

## ANNEX 1: SUMMARY OF KEY ALTERNATIVE POLICIES

SECTOR AREA	SMART POLICY ALTERNATIVE	BENEFITS/ANTICIPATED IMPACT/ JUSTIFICATION	IMPACT OF NOT DOING
<b>Executive and Legislative</b>	Establish a national salary review commission and/board	Reduce the huge salary and remuneration discrepancies within public service employees and thus motivate the discriminated employees	Demotivated public service will continue to slow growth and development of the country.
<b>Administration</b>	Strengthen the District Service Commissions by tightening recruitment and supervision of commissioners	Reduce on corruption during recruitment of staff Efficiency in the service commission Fair promotion hence a motivation to hard work Improved Human resource management	Continuous low value for money due to recruitment of less knowledgeable staff Continuous unfair promotions Politicization of the recruitment exercise
<b>Administration</b>	Restructure government and re-organise public service in	Remove mandate overlaps Create efficiency	Duplication of roles and wastage of resources on redundant manpower

SECTOR AREA	SMART POLICY ALTERNATIVE	BENEFITS/ANTICIPATED IMPACT/ JUSTIFICATION	IMPACT OF NOT DOING
	terms of roles, responsibilities, culture, performance incentives, outcomes, values and reputation among others	Cut down the cost of public administration Lean government Reduce wage bill Stop power fights that come with duplicated roles	Bloated inefficient and expensive public service Poor remuneration Increased cost of public administration
<b>Administration</b>	Automate and Modernize Performance and Management systems of the entire government	Efficiency in all public service processes Reduce wage bill that comes as a result of duplication Easy monitoring of all staff and payment processes Reduce corruption	Continuous corruption as a result of duplicate payments Slow business processes leading to delayed salary payments
<b>Executive and Legislative</b>	Undertake reforms to reduce the size of parliament from the current 529 to not more than 260 MPs	Substantive contributions to debates in the House amounting to effective legislation Reduced burden on the tax payer by lowering	Large house with little value High maintenance cost Breakdown in institutions



SECTOR AREA	SMART POLICY ALTERNATIVE	BENEFITS/ANTICIPATED IMPACT/ JUSTIFICATION	IMPACT OF NOT DOING
	Reduce cabinet positions to 21 as recommended by the constitution	<p>the cost of public administration</p> <p>Small government</p> <p>Streamlined and effective government</p> <p>Effective supervision of junior cadres</p> <p>Improved and efficient service delivery</p>	Great inefficiency in public administration budgets

