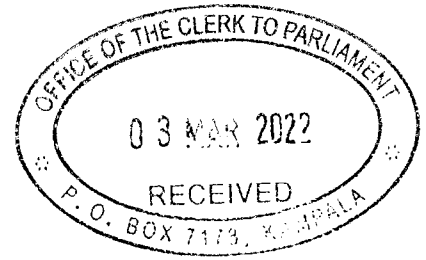


CLERK TO PARLIAMENT



**PARLIAMENT OF THE REPUBLIC OF UGANDA**

**REPORT OF THE AD HOC COMMITTEE ON THE FEBRUARY 2021 CABINET DECISION TO  
RATIONALIZE GOVERNMENT AGENCIES**

**28<sup>TH</sup> FEBRUARY 2022**

*[Handwritten signatures and initials]*

1

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]*

## TABLE OF CONTENTS

<b>1.0</b>	<b>INTRODUCTION .....</b>	<b>4</b>
1.1	AD HOC COMMITTEE MEMBERSHIP .....	4
1.2.	TERMS OF REFERENCE OF THE AD HOC COMMITTEE .....	4
1.3	METHODOLOGY.....	5
<b>2.0</b>	<b>BACKGROUND – THE PRIVATIZATION OF GOVERNMENT AGENCIES IN THE 1990s AND THEMUSHROOMING OF AGENCIES IN THE 2000s.....</b>	<b>6</b>
2.1	THE REFORM OF THE PUBLIC SECTOR IN UGANDA IN THE 1990s.....	6
2.2	THE WAVE OF (RE) CREATION OF GOVERNMENT AGENCIES IN EARLY 2000 .....	7
2.3	CREATION OF SEMI-AUTONOMOUS AGENCIES – RATIONALE, BENEFITS AND PRECONDITIONS FOR SUCCESS .....	8
<b>3.0</b>	<b>RATIONALIZATION OF GOVERNMENT AGENCIES IN 2021 – ORIGIN AND RATIONALE.....</b>	<b>10</b>
3.1	THE PROBLEM WITH AGENCIES AS RAISED BY THE MINISTER OF PUBLIC SERVICE.....	10
3.2	CONCERN BY THE PRESIDENT .....	11
3.3	A STUDY BY THE MINISTRY OF PUBLIC SERVICE.....	11
3.4	FINDINGS BY THE MINISTRY OF PUBLIC SERVICE.....	11
3.5	RECOMMENDATIONS MADE TO CABINET BY THE MINISTRY OF PUBLIC SERVICE .....	12
3.6	CABINET DECISION.....	12
<b>4.0</b>	<b>OBSERVATIONS OF THE COMMITTEE ON THE RATIONALIZATION OF AGENCIES.....</b>	<b>18</b>
4.1	THE RATIONALE ADVANCED BY GOVERNMENT .....	18
4.2	THE DUTY OF GOVERNMENT TO CONTINUOUSLY INNOVATE AND RATIONALIZE THE MACHINERY OF SERVICE DELIVERY .....	19
4.3	THE NEED FOR GOVERNMENT TO REFORM ON THE BASIS OF COMPREHENSIVE STUDY AND IN A CAUTIOUS MANNER.....	20
<b>5.0</b>	<b>COMMITTEE’S RECOMMENDATIONS THAT DEPART FROM THE DECISION OF CABINET ON THE RATIONALIZATION OF AGENCIES SECTOR BY SECTOR .....</b>	<b>23</b>
<b>5.1</b>	<b>ACCOUNTABILITY SECTOR.....</b>	<b>24</b>
5.1.1	UGANDA RETIREMENT BENEFITS REGULATORY AUTHORITY.....	24
5.1.2	PRIDE MICRO FINANCE BANK AND MICRO-FINANCE SUPPORT CENTRE .....	24
<b>5.2</b>	<b>INTERNAL AFFAIRS SECTOR .....</b>	<b>25</b>
5.2.1	UGANDA REGISTRATION SERVICES BUREAU, NATIONAL IDENTIFICATION REGISTRATION AUTHORITY, NGO REGISTRATION BUREAU, AND REGISTRATION FUNCTIONS UNDER THE DEPARTMENT OF IMMIGRATRATION CONTROL.....	25
<b>5.3</b>	<b>JUSTICE, LAW AND ORDER SECTOR – CENTRE FOR ALTERNATIVE DISPUTE RESOLUTION .....</b>	<b>26</b>
<b>5.4</b>	<b>EDUCATION SECTOR.....</b>	<b>27</b>

*SM*

*BN*

*Abul*  
*Abu*

*[Signature]*  
*[Signature]*

*[Signature]*

*[Signature]*

5.4.1	NATIONAL LIBRARY OF UGANDA .....	27
5.4.2	NATIONAL COUNCIL FOR SPORTS, NAMBOLE NATIONAL STADIUM AND NAKIVUBO WAR MEMORIAL STADIUM.....	29
5.4.3	NATIONAL COUNCIL FOR HIGHER EDUCATION, NATIONAL CURRICULUM DEVELOPMENT CENTRE AND KYAMBOGO TEACHER CURRICULUM .....	29
5.4.4	STUDENTS FINANCING BOARD AND THE CENTRAL SCHOLARSHIP COMMITTEE .....	30
5.4.5	UGANDA NURSES AND MIDWIFERY EXAMINATIONS BOARD, UGANDA ALLIED HEALTH EXAMINATIONS BOARD AND UGANDA TECHNICAL AND BUSINESS EXAMINATIONS BOARD BE MERGED AND PLACED UNDER MINISTRY OF EDUCATION AND SPORTS .....	30
5.4.6	DIRECTORATE OF INDUSTRIAL TRAINING, NAKAWA VOCATIONAL TRAINING INSTITUTE AND MANAGEMENT TRAINING AND ADVISORY CENTRE.....	30
<b>5.5.</b>	<b>AGRICULTURE SECTOR .....</b>	<b>31</b>
5.5.1	UGANDA COFFEE DEVELOPMENT AUTHORITY.....	31
5.5.2	COTTON DEVELOPMENT ORGANIZATION .....	33
5.5.3	DAIRY DEVELOPMENT AUTHORITY .....	35
5.5.4	NATIONAL AGRICULTURAL ADVISORY SERVICES (NAADS) .....	36
5.5.5	UGANDA AGRO-CHEMICALS BOARD.....	37
<b>5.6</b>	<b>WATER AND ENVIRONMENT .....</b>	<b>40</b>
5.6.1	NATIONAL FORESTRY AUTHORITY .....	40
5.6.2	UGANDA NATIONAL METEOROLOGICAL AUTHORITY.....	40
<b>5.7</b>	<b>ICT SECTOR - NATIONAL INFORMATION TECHNOLOGY UGANDA NITA-U .....</b>	<b>42</b>
<b>5.8</b>	<b>ENERGY AND MINERAL SECTOR.....</b>	<b>45</b>
5.8.1	RURAL ELECTRIFICATION AGENCY .....	45
5.8.2	UGANDA ELECTRICITY DISTRIBUTION COMPANY LIMITED (UEDCL), UGANDA ELECTRICITY GENERAL COMPANY LIMITED (UEGCL) AND UGANDA ELECTRICITY TRANSMISSION COMPANY LIMITED (UETCL).....	46
<b>5.9</b>	<b>WORKS AND TRANSPORT SECTOR.....</b>	<b>48</b>
5.9.1	UGANDA NATIONAL ROADS AUTHORITY.....	48
5.9.2	UGANDA ROAD FUND .....	51
5.9.3	UGANDA RAILWAYS CORPORATION and STANDARD GAUGE RAILWAY (SGR) .....	52
5.9.4	UGANDA AIR CARGO CORPORATION LTD .....	53
<b>5.10</b>	<b>SOCIAL DEVELOPMENT SECTOR .....</b>	<b>54</b>
5.10.1	THE COUNCILS FOR CHILDREN, WOMEN, PERSONS WITH DISABILITY AND ELDERLY.....	54
5.10.2	EQUAL OPPORTUNITIES COMMISSION .....	54
<b>6.0</b>	<b>CONCLUSION .....</b>	<b>55</b>

A collection of handwritten signatures and initials in black ink, including a large signature on the left, a signature in the middle, and a large signature on the right. There are also some smaller initials and a signature that appears to be crossed out.

## 1.0 INTRODUCTION

On 22<sup>nd</sup> February 2021, under Minute No. 43 (CT 2021), Cabinet took a decision to merge, mainstream and rationalize Government agencies, Commissions, Authorities and Public Enterprises to facilitate efficient and effective service delivery. As the implementation of the Cabinet decision commenced, starting with the abolition of the Rural Electrification Agency by having its functions and budget transferred to the Ministry of Energy and Mineral Development, a number of the other affected agencies and other stakeholders approached Members of Parliament raising concerns on the unclear justification of the rationalization exercise and its likely negative impact on service delivery and on the national economy.

At the 23<sup>rd</sup> Sitting of the 1<sup>st</sup> Meeting of the 1<sup>st</sup> Session of the 11<sup>th</sup> Parliament held on Thursday 2<sup>nd</sup> September 2021, Parliament constituted an ad hoc Committee to inquire into the rationalization and merger of Government agencies with a view of establishing whether the exercise would improve service delivery for socio-economic transformation of the country.

### 1.1 AD HOC COMMITTEE MEMBERSHIP

The members of the Ad hoc Committee were as follows:

- |  |                    |
|--|--------------------|
| 1. Hon. Byanyima Nathan, Bukanga North         | - Chairperson      |
| 2. Hon. Katuntu Abdu, Bugweri County           | - Vice Chairperson |
| 3. Hon. Atwijukire Dan Kimosho, Kazo County    | - Member           |
| 4. Hon. Ayoo Tonny, Kwania County              | - Member           |
| 5. Hon. Apolot Christine, DWR Kumi             | - Member           |
| 6. Hon. Nsanja Patrick Kayongo, Ntenjeru South | - Member           |
| 7. Hon. Bakkabbulindi Charles, Workers Rep.    | - Member           |
| 8. Hon. Adeke Anna Ebaju, DWR Soroti           | - Member           |
| 9. Hon. Nambeshe John Baptist, Manjiya County  | - Member           |

### 1.2. TERMS OF REFERENCE OF THE AD HOC COMMITTEE

The Committee was given the following Terms of Reference:

1. To examine the rationale for the mainstreaming and merger of government agencies
2. To conduct a cost-benefit analysis of the mainstreaming and merger of government agencies
3. To study the effect of the mainstreaming or merger of agencies on the current employees

4. To assess the impact of the mainstreaming and merger on service delivery
5. To make appropriate recommendations to Parliament on the rationalization exercise
6. To recommend any other issues incidental there-to.
7. To report back to the House within one (1) month

### 1.3 METHODOLOGY

The Committee:

1. Reviewed the laws establishing the affected agencies to understand the roles, functions and mandates of the affected agencies
2. Requested and reviewed memoranda from the affected agencies on their mandates/objectives, physical and financial performance over the last five years, the number of staff, staffing structure and the wage Bill and their views about the rationalization and merger on service delivery
3. Interacted with the Ministers of: Public Service; Works and Transport, Energy and Mineral Development, Agriculture, and Attorney General
4. Reviewed reports and statements from the Ministry of Public Service on the rationalization of government agencies
5. Interacted with some of the agencies that are earmarked for rationalization
6. Interacted with the Association of Uganda Cotton Ginners
7. Interacted with some sectoral committee chairpersons to get their views on the merger or mainstreaming of agencies that fall under their oversight mandate
8. Interacted with the public service workers union.
9. Carried out a field visit in selected districts – Jinja, Mbale, Busia, Kapchorwa, Soroti, Pader, Guloto appreciate some critical projects of agencies lined up for rationalization and interacted with field staff

Due to time constraints, the Committee was not able to interact with all the affected 157 agencies and others not reviewed under the Government Rationalization and Public Expenditure (RAPEX) Review, such as the Uganda Airlines. The Committee was also not able to interact with many private sector stakeholders that are likely to be affected by the government's policy on rationalization of government agencies.

The bottom of the page contains several handwritten signatures and initials in black ink. From left to right, there is a large signature, a signature with '5' written below it, a signature with 'SM' written above it, a signature with 'JG' written above it, a signature with 'K' written above it, and a large signature on the far right. In the bottom left corner, there is a signature that appears to be 'S. Lando' with some illegible text below it. In the bottom center, there is a signature with 'K' written above it.

## **2.0 BACKGROUND – THE PRIVATIZATION OF GOVERNMENT AGENCIES IN THE 1990s AND THE MUSHROOMING OF AGENCIES IN THE 2000s**

On 22<sup>nd</sup> February 2021, Cabinet took a decision that certain government agencies, commissions and authorities be merged, others mainstreamed and others rationalized. This action has generally been referred to as the 'rationalization of government agencies.' The rationalization of government agencies was intended to rationalize public expenditure and facilitate efficient and effective service delivery. This is not the first time that government is undertaking rationalization of agencies and civil service in general.

### **2.1 THE REFORM OF THE PUBLIC SECTOR IN UGANDA IN THE 1990s**

In the early 1990s, the NRM Government adopted the World Bank's structural adjustment programmes, which aimed at the liberalization of economy and privatization of public enterprises to give more space to the private sector in the provision of public goods and services.

In 1993, the Public Enterprises Reform and Divestiture Statute was enacted. The law opened the sale of public enterprises and divesting government from the provision of social services. It was then argued that government was not suited to do business. The private sector was said to be the better engine of economic growth. Consequently, public enterprises were sold off to majorly foreign investors. An Investment Code was enacted to create a conducive environment for the attraction of foreign direct investment. Investment incentives were extended to foreign investors, and Uganda Investment Authority was created for this purpose.

Further reforms were introduced to supplement the divestiture of public enterprises. In the early 1990s, decentralization policy was adopted, which was underpinned by the Local Government Act in 1997, aimed at bringing services closer and quickly to the people through local governments.

In early 1990s, civil service reforms were also initiated in an effort to improve efficiency in the delivery of government services. The major aim of this reform was to have a smaller, affordable, efficient and well compensated civil service. It was an attempt to overhaul civil service management systems, practice and performance culture so as to have a meritocratic and a well performing public service. As a result, in 1992, the number of Ministries was reduced from 38 to 21. The 1990s

*SM*  
The 1995 Constitution further supported the civil service reforms. Under article 189 and sixth schedule, the Constitution prescribed the functions and services for which the central Government is responsible, leaving others to local governments. The Constitution further created a number of commissions, authorities, and boards to support sector ministries to fulfill their mandates.

*St. Lawrence*  
*[Handwritten signatures and scribbles]*

As liberalization of the economy progressed, a need for the creation of regulatory bodies was realized. This was to ensure that the private sector did not compromise on the quality and standards of goods and services that they were licensed to deliver. Regulatory agencies would also protect the public from the unethical conduct of private actors.

Consequently, regulatory authorities were created in various sectors. In the communication sector, Uganda Communication Commission was created. In the electricity sector, the Electricity Regulatory Authority was created. In the media industry, the Uganda Media Council was created. In the financial sector, many regulatory bodies were created, like Bank of Uganda, Capital Markets Authority, Financial Intelligence Authority, Uganda Retirement Benefits Regulatory Authority. In the insurance industry, the Uganda Insurance Regulatory Authority was created, etc.

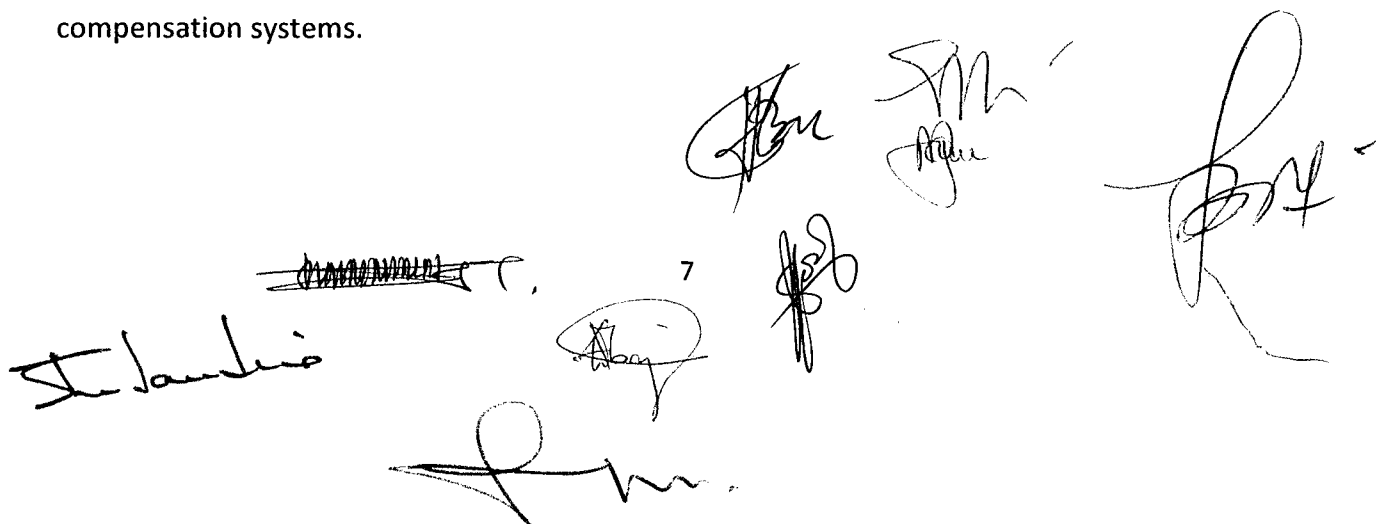
## 2.2 THE WAVE OF (RE) CREATION OF GOVERNMENT AGENCIES IN EARLY 2000s

In early 2000, a new wave of creation of semi-autonomous agencies emerged. The wave picked momentum as time went by. Many ministries competed to form agencies. Agency model as a way providing effective services became the norm. As a result, many new agencies were created by Acts of Parliaments, Executive Orders/statutory instruments and administrative arrangements.

Some government programmes and projects acquired statuses of semi-autonomous agencies and were run independently and parallel to their parent ministries. Some temporary measures adopted by Government for specific purposes continued to exist as semi-autonomous bodies after the purpose for which they had been formed had ended. Examples of the semi-autonomous agencies that emerged from temporary measures are: the Privatization Unit and the Non Performing Assets Recovery Trust (NPART).

Development partners also fuelled the creation of agencies as they preferred to channel their resources (loans and grants) through semi-autonomous agencies rather than mainstream government Ministries.

As a result, by 2017, there were more than 158 public entities going by names such as Boards, Authorities Commissions, Bureaus, Councils, Institutes, Organizations, etc. The mushrooming of agencies was not guided by a clear policy and legal framework. The operations of the agencies were not standardized. Many operated in silos with different management and staff compensation systems.



The bottom of the page contains several handwritten signatures and scribbles. On the left, there is a signature that appears to be 'St. Louis'. In the center, there is a signature with a circled '7' above it. To the right, there are several other signatures, including one that looks like 'J.M.' and another that is a large, stylized signature. There are also some horizontal scribbles and a small mark resembling a '7'.

### 2.3 CREATION OF SEMI-AUTONOMOUS AGENCIES – RATIONALE, BENEFITS AND PRECONDITIONS FOR SUCCESS

Service delivery through semi-autonomous agencies is standard practice in many countries worldwide. There are different ways by which semi-autonomous public organizations are created. Some are created by splitting up ministries or major departments into corporate units with specialized tasks and resources; others may be created by merging different units in the department, and others may be created by establishing a new unit within the ministry. Different instruments such as legislation, executive order, decree or constitutional provisions are some of the legal means by which agencies are created.

The creation of agencies or agencification of service delivery rests on the classical distinction between policy formulation and policy implementation. The idea is that policy formulation should be handled by slimmed and trimmed 'core executives', while policy implementation should be carried out by professional executive agencies with considerable managerial freedom and an extensive duty to report the results of their performances. One assumption for creating agencies is that public policies can best be implemented in 'zones' where there is less politics and more managerialism.

The creation of executive agencies is also meant to solve the problems of poor performance of the traditional public bureaucracies. Agencification is believed carry the benefits of specialization and de-politicization in service delivery. Other benefits of operating agencies for service delivery include: increased efficiency; strengthened and clarified responsibility and accountability lines; a more encouraged and professional administration; and a more service oriented administration placed closer to citizens.

Another major reason for the creation of semi- autonomous bodies outside the ministerial control is to overcome the burden of corruption. Semi-autonomous agencies, as corporate entities, operating on the basis of good corporate governance principles make it difficult for political corruption to thrive. Given that agencies are supposed to operate in commercial-like manner where performance targets and merit-based recruitments are emphasized, it becomes hard for them to become centres of corruption.

Effective service delivery by agencies requires a robust compact of oversight and accountability between the agencies and the Ministries. While agencies are allowed to operate at an arm - length from the Ministries, they must work according to the strategic guidance, standards and benchmarks set for them by the Ministries. In addition, the agencies are expected to report on their performance periodically.

Government agencies are expected to develop their strategic and business plans drawn from the strategic direction given to them by their sector Ministries. These plans guide the agencies

*[Handwritten signatures and marks]*

8



performance. The agency plans, drawn from the ministerial strategic direction, are expected to contain key performance objectives and indicators that define the agencies performance mandates. The agency plans are endorsed by their respective sector Ministries and form performance contracts.

On the other hand, Ministries must have the capacity to evaluate the performance of agencies and establish whether the agencies under their political supervision meet agreed performance thresholds. Unfortunately, in many countries, agencies have been created in an administrative system which has weak political institutions but well entrenched bureaucracy. This means that for agency models to operate effectively, there must be capacity in the Ministries to enact policy and regulatory standards.

Government ministries must have both *ex ante* and *ex post* control mechanisms over the agencies. Ministries are responsible for controlling executive agencies through the provision of strategic direction and through monitoring the performance of agencies. Agencies, in turn, are responsible for providing an account of their performance to their parent ministries. They are required to provide regular performance reports and these reports should usually contain both performance and financial data. In situations where Ministries rely on agencies for policy advice and standard setting, accountability relationships between ministries and agencies is liable to distortion. Rather, during policy research/reviews, Ministries should interact with relevant stakeholders, including the agencies.

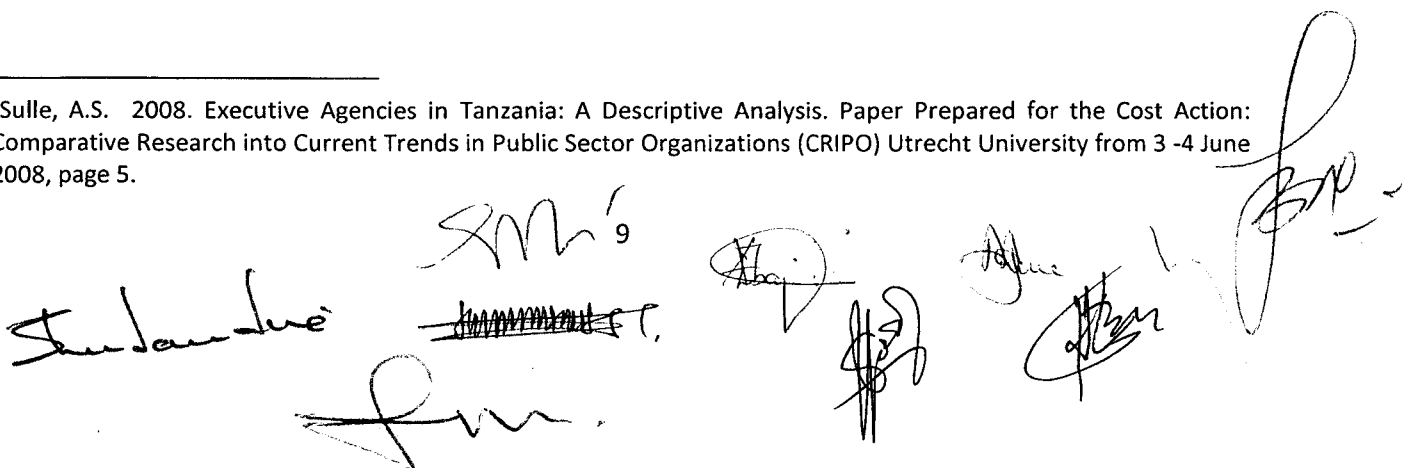
### Tanzania Experience with agencies

After a thorough study, in October 1997, Tanzania enacted The Executive Act No. 30 of 1997. The Act is an umbrella legislation which allows every ministry to create agencies if conditions for doing so existed in their ministries. According to the Act, an executive agency can only be created if that agency will improve the efficiency, quality and delivery of public service. The Act also provides framework within which issues relating to responsibilities, accountabilities and governance within the agencies and between agencies and their parent ministries can be handled.<sup>1</sup>

In the context of the Tanzanian public administration, agency model is seen as an organizational solution to the problem of bureaucratic inefficiency. Agencies are created to address the chronic problems of inflexibility and red-tape in public sector by allowing more managerial autonomy to Chief Executive Officers.

---

<sup>1</sup>Sulle, A.S. 2008. Executive Agencies in Tanzania: A Descriptive Analysis. Paper Prepared for the Cost Action: Comparative Research into Current Trends in Public Sector Organizations (CRIPO) Utrecht University from 3 -4 June 2008, page 5.



The bottom of the page contains several handwritten signatures and initials in black ink. From left to right, there is a signature that appears to be 'Suleman', a signature that looks like 'SM's', a signature that is mostly illegible but seems to start with 'Aba', a signature that looks like 'Ade', a signature that looks like 'Ade', and a large, stylized signature on the far right that looks like 'BAP'.

There are at least four types of agencies in Tanzania that can be identified according to their functions. This is, however, a crude classification because functions of public organizations do tend to overlap in Tanzania (Sulle 2008:7). The types of agencies are:

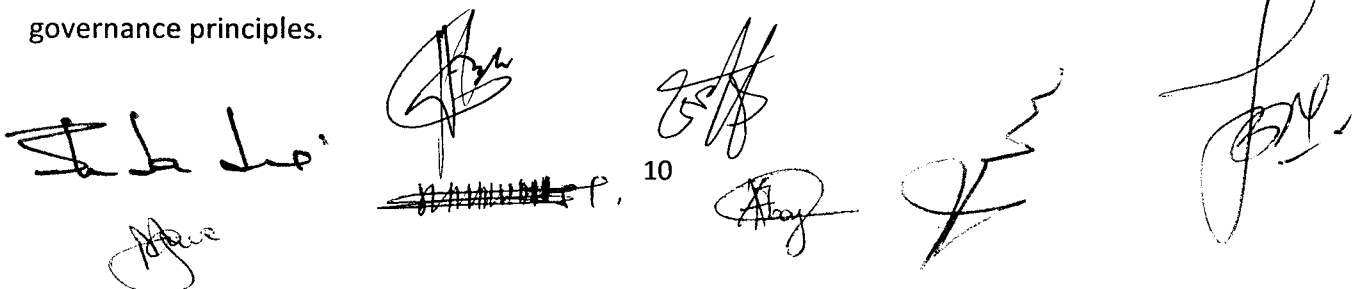
- a) **Regulatory agencies:** (e.g. the Tanzania Civil Aviation Authority, Occupational Safety and Health Agency, Weight and Measures Agency, Tanzania Food and Drug Agency).
- b) **General Service agencies** - These provide services to Business, Government ministries and the general public (Tanzania Airport Authority; Tanzania Meteorology Agency; National Bureau of Statistics; Government Chemist Laboratory; Geological Survey of Tanzania; Business Registration and Licensing Agency; Registration Insolvency and Trustee agency; National Tree Seeds Agency; Agricultural Seed Agency, and Tanzania Electrical, Mechanical and Electronics Services agency).
- c) **Government programme agencies.** These implement specific government programmes (Drilling and Dam Construction Agency, Tanzania National Road Agency, The Government Flight Agency).
- d) **Training and Research agencies** (Tanzania Public Service College; The Agency for Development of Education; National Housing and Building Research Agency; East African Statistical Training Centre; Tanzania Institute for Accountancy etc

In the on-going rationalization of agencies in Uganda, Government has clustered agencies into three categories: **Policy and Regulation Agencies; Implementing Agencies and Money making Agencies.**

### **3.0 RATIONALIZATION OF GOVERNMENT AGENCIES IN 2021 – ORIGIN AND RATIONALE**

#### **3.1 THE PROBLEM WITH AGENCIES AS RAISED BY THE MINISTER OF PUBLIC SERVICE**

The Committee was informed by the Minister of Public Service that the mushrooming of agencies from 2000 did not follow any formula as there was no policy or legal framework to guide their creation. Secondly, the mushrooming of agencies became a major drain on the national treasury at the expense of effective service delivery, and this outstripped the capacity of Government to sustain the numerous agencies. The laws establishing some of the agencies were disparate as there was no overarching legal structure to guide the creation of agencies. The different agencies remunerated their staff differently. There was also salary disparity between agencies employees on the one hand, and the traditional civil servants in Government Ministries for the same cadre of employees on the other hand. This led to disenfranchisement of some class of cadres. Some agencies were also not being managed on sound corporate governance principles.



Handwritten signatures and scribbles at the bottom of the page, including a large signature on the left, a signature with a crossed-out line below it, a signature with the number '10' next to it, and several other signatures and scribbles on the right.

### 3.2 CONCERN BY THE PRESIDENT

The Committee was informed by the Minister of Public Service that on 17<sup>th</sup> July 2017, H.E. the President of Uganda raised concerns about the existence of several agencies in Uganda which appeared to be; duplicating the roles of government departments, a burden on the treasury, with undifferentiated and overlapping roles. The President asked whether it would not be fair to consolidate, downsize and rationalize and pay well non-commercial portions of state employees. The President also asked whether it would not be better to consolidate the public service employees into two categories: those that support policy, regulation and implementation; and those that make money by running a few public enterprises as business entities. The President demanded for practical recommendations public institutions to ensure efficiency of government in service delivery.

### 3.3 A STUDY BY THE MINISTRY OF PUBLIC SERVICE

In order to generate answers to the concerns raised by the President, Cabinet directed the Minister of Public Service to present a memorandum on rationalization of Government agencies and authorities by February 2018. In turn, the Ministry of Public Service instituted a Committee to critically study the mandates, functions, structures of government agencies and establish their continued relevance and positive contribution to the performance of the public service.

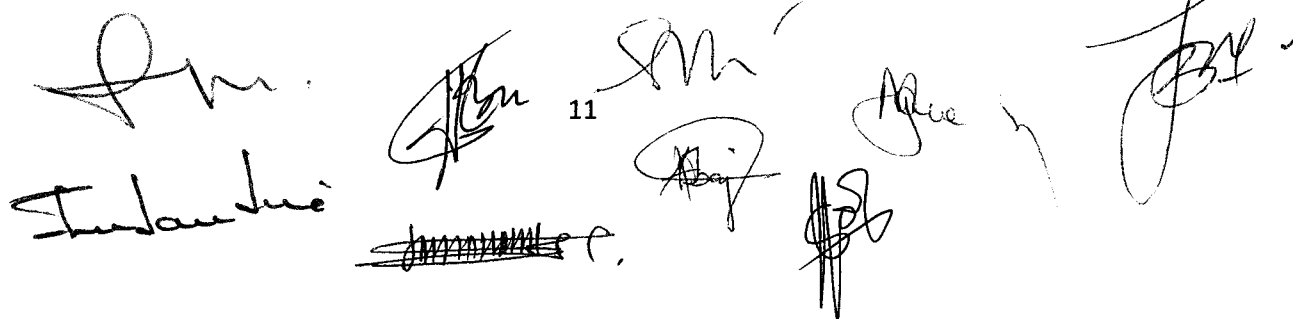
The overall objective of the study was to rationalize government agencies with a view of establishing their operational relevance; determine their current operational costs; eliminate the embedded duplications and overlaps; identify wasteful expenditures, establish the resultant short and long term savings, which would be invested for sustainable economic and political development of Uganda.

The committee examined 157 public agencies and 22 ministries and the Office of the President and Office of the Prime Minister.

### 3.4 FINDINGS BY THE MINISTRY OF PUBLIC SERVICE

The Ministry of Public Service Committee found that there were:

1. duplicated mandates, functions and overlaps amongst agencies and with the sector ministries leading to un-necessary competition for resources, high overhead costs and inefficient utilization of resources;
2. functional ambiguities depicting mix-up of policy, regulation and implementation functions across ministries, departments and agencies
3. un-harmonized legal frameworks within which some of the agencies operate
4. bloated structures of some agencies which are not aligned to their mandates



Handwritten signatures and initials at the bottom of the page, including a large signature on the left, a signature with '11' below it, and several other signatures and initials on the right.

The Ministry observed that the emerging socio-economic and technological developments called for the introduction of flat structures that enable government MDAs to share common resources as well as have collaborative interactions across different ministries.

### 3.5 RECOMMENDATIONS MADE TO CABINET BY THE MINISTRY OF PUBLIC SERVICE

Consequently, the Ministry of Public Service recommended to Cabinet that out of the 157 agencies reviewed, **80 should be retained as semi-autonomous agencies; 33 agencies should have their mandate and functions mainstreamed to their relevant line ministries; 36 agencies should be consolidated or merged into 19 entities.** The Ministry indicated that the proposed rationalization, merger and mainstreaming of agencies would yield an annual saving to Government of UGX 998.12 billion.

### 3.6 CABINET DECISION

On 22 February 2021, Cabinet accepted the recommendations made by the Ministry of Public Service and took decision to merge, mainstream, and rationalize government agencies, commissions, Authorities and expenditure, as recommended by the Ministry of Public Service. Cabinet also took decision to fully privatize eight (8) institutions.

Cabinet also approved an implementation roadmap for the implementation process in a phased manner to spread over a period of two years – i.e. financial years 2021/22 and 2022/23.

80 AGENCIES TO RETAIN THEIR SEMI-AUTONOMOUS STATUSES	36 SEMI-AUTONOMOUS AGENCIES TO BE MERGED WITH OTHERS TO FORM 19 AGENCIES	33 AGENCIES AND FUNCTIONS TO BE MAINSTREAMED INTO RELEVANT MINISTRIES
<b>ACCOUNTABILITY SECTOR</b>		
<ol style="list-style-type: none"> <li>1. Bank of Uganda</li> <li>2. Uganda Revenue Authority</li> <li>3. Uganda Development Bank</li> <li>4. Financial Intelligence Authority</li> <li>5. Housing Finance Bank</li> <li>6. Development Finance Company of Uganda</li> <li>7. National Housing and Construction Corporation</li> <li>8. National Social Security Fund</li> </ol>	<ol style="list-style-type: none"> <li>1. Uganda Investment Authority</li> <li>2. Uganda Free Zones Authority</li> </ol>	<ol style="list-style-type: none"> <li>1. Non-Performing Assets Recovery Trust</li> <li>2. Non-Performance Assets Recovery Tribunal</li> <li>3. Departed Asians Property Custodian Board</li> <li>4. National Lotteries and Gaming Board</li> <li>5. Uganda Properties Holdings Ltd</li> <li>6. Tax Appeals Tribunal</li> <li>7. Uganda Microfinance Regulatory Authority</li> </ol>

*M*

*St. Lawrence*  
*Muse*

*[Signature]*  
12

*[Signature]*

*[Signature]*

*[Signature]*

<p>9. Public Procurement and Disposal of Public Asset Authority</p> <p>10. Uganda Retirement Benefits Regulatory Authority</p> <p>11. Uganda Bureau of Statistics</p> <p>12. Capita; Markets Authority</p> <p>13. Post Bank Uganda</p> <p>14. Pride Microfinance Bank</p> <p>15. Micro Finance Support Centre</p>		<p>8. Uganda Exports Promotion Board</p>
<b>TRADE AND INVESTMENT</b>		
<p>1. Uganda Development Corporation</p> <p>2. Uganda Commodities Exchange</p>	-	<p>Uganda Warehouse Receipt System Authority</p>
<b>JUSTICE, LAW AND ORDER (including Internal Affairs)</b>		
<p>1. Judicial Service Commission</p> <p>2. Uganda Human Rights Commission</p>	<p>1. Uganda Registration Services Bureau</p> <p>2. National Identification Registration Authority</p> <p>3. National Bureau for NGOs</p> <p>4. Registration Functions of Directorate of Citizenship and Immigration Control</p>	<p>5. Amnesty Commission</p> <p>6. Directorate of Citizenship and Immigration</p> <p>7. Centre for Alternative Dispute Resolution</p> <p>8. Uganda Law Reform Commission</p>
<b>EDUCATION AND SPORTS</b>		
<p><b>Public Universities</b></p> <p>1. Makerere University</p> <p>2. Mbarara University of Science and Technology</p> <p>3. Kyambogo University</p> <p>4. Busitema University</p> <p>5. Gulu University</p> <p>6. Kabale University</p>	<p>1. Uganda Nurses and Midwifery Examinations Board</p> <p>2. Uganda Allied Health Examinations</p> <p>3. Uganda Business and Technical Examinations Board</p> <p>4. Directorate of</p>	<p>1. Students Financing Board</p> <p>2. Kyambogo Teacher Curriculum</p> <p>3. National Library of Uganda</p> <p>4. Uganda National Commission for UNESCO</p>

A collection of handwritten signatures and initials in black ink, including a large signature on the left, a signature with '13' below it, and several other stylized signatures on the right.

<p>7. Lira University 8. Muni University 9. Soroti University</p> <p><b><u>Training Institutions</u></b></p> <p>1. Uganda Management Institute 2. Law Development Centre</p> <p><b><u>Other Institutions</u></b></p> <p>1. National Council for Sports 2. Namboole National Stadium 3. Nakivubo War Memorial Stadium 4. Uganda National Examinations Board 5. National Council for Higher Education 6. National Curriculum Development Centre</p>	<p>Industrial Training 5. Management Training and Advisory Centre 6. Nakawa Vocational Training Institute</p>	
<p><b><u>PUBLIC SECTOR AND PUBLIC ADMINISTRATION</u></b></p>		
<p>1. Electoral Commission 2. Kampala Capital City Authority 3. Parliamentary Service Commission 4. Local Government Finance Commission</p>	<p>1. Public Service Commission 2. Health Service Commission 3. Education Service Commission 4. National Planning Authority 5. National Population Secretariat 6. Metropolitan Physical Planning Board 7. Town and Country Planning Board 8. National Physical Planning Board</p>	<p>National Records and Archives Center</p>
<p><b><u>AGRICULTURE SECTOR</u></b></p>		
<p>1. National Animal Genetic Resource Centre and Data Bank</p>	<p>-</p>	<p>1. National Agricultural Advisory Services 2. Uganda</p>

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]*