



# Building Capacity in the Public Service: The Case of Uganda Cabinet Secretariat

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## Introduction

- Experience sharing of efforts in capacity building for policy development in the Cabinet Secretariat
- Importance of Policy Development as a core function of Government
- Success and challenges

## **Generic Functions of the Cabinet**

- Providing central leadership in the management of financial, human and physical resources
- Establishing the Government's overall strategic direction and key priorities as well as the Government legislative programme.
- Ensuring that ministerial proposals are consistent with the Govt's strategic direction and priorities
- Monitoring the implementation of its decisions

## **Cabinet Office/Secretariat Roles and functions**

- Supporting the development of policy capacity across Government through workshops, issuance of policy development guides and templates, development of training programmes
- Preparing the Public Service to manage transitions in Government – Public Service Readiness workshops
- Supporting the political leadership in the translation of its election manifesto into policies and programmes for implementation
- Secretariat responsibilities - gate keeping and challenge functions
- Supporting Cabinet in monitoring the implementation of its decisions

## **1998 Government Restructuring – establishment of Policy Analysis Units**

## **RBP programme in Ministry of Finance – helped to create initial understanding**

- Policy development course on “Assessing the impact of policy and regulations”. Developed through collaborative effort between Uganda Management Institute, the Civil Service College, London, and the Cabinet Secretariat.
- Funding came through the RBP programme under the MoF and focussed initially on Policy Analysts and officers involved in Policy Development.

## **Course Content**

- Understanding the issue, defining the problem
- Risk assessment – is government action justified?
- Considering the alternatives
- Balancing the risk, cost and practical benefit
- What is Regulatory Impact Assessment (RIA)
- Tips for good consultation

## **Uganda –Ontario Partnership**

- Administered by IPAC, Secretary of Cabinet, OPS designated DM to be the lead while DSC on Uganda side
- Focussed on supporting the development of policy capacity
- Run on basis of practitioner to practitioner, sharing of experiences
- Exchange of missions
- Attachment of staff to Ontario Cabinet Office
- Maximised use of emails of mode of communication
- Used teleconferences for mission planning

## **Policy development workshops**

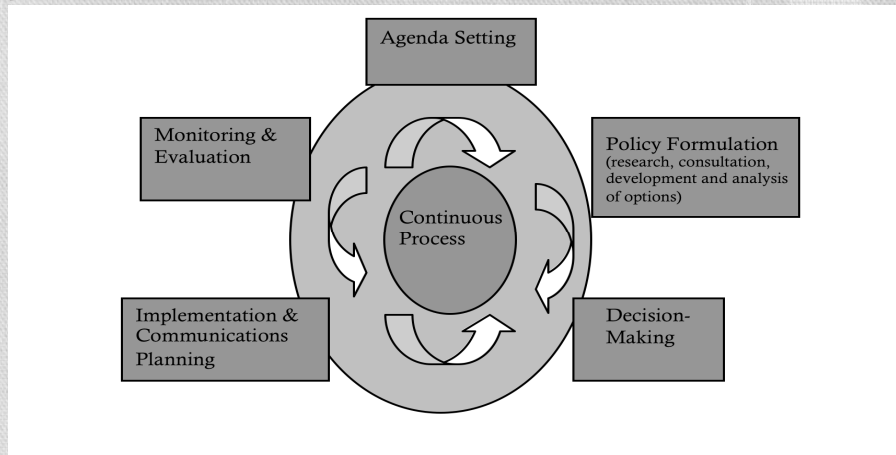
- Strategic Policy workshops for Permanent Secretaries
- Policy Development workshops for Under Secretaries/Commissioners
- Joint Leadership Forum for Ministers and Permanent Secretaries
- Induction of new Ministers
- Public Service Readiness workshops
- Development of Government communication strategy
- Development of Cabinet handbook and guide to policy development
- Promotional exams – Policy a key component

## **Outcomes of the Various Efforts**

- Better appreciation of Policy as a core function of Government
- Better appreciation of the roles of the Cabinet Secretariat
  - Substantially improved funding
  - Approval of a larger structure

## Assessment of the policy capacity in the Public Service

### Questionnaire



### Emerging Issues

- Confusion about what constitutes a policy agenda
- Multiple, disjointed and weak policy and decision making structures
- Absence of systematic policy advisory mechanisms
- Proliferation and misalignment of policies to Government priorities as set out in the NDP and election manifesto
- Inconsistencies in the operationalization of Policy Analysis Units across MDAs
- Absence of strategic Policy Communication System
- A weak basis for evidence-based policy development
- Absence of a focussed and strategic skills development programme
- Ministers not adequately supported to effectively champion policy development in their sectors
- Swap approach and the need to fully make it operational for all sectors
- The absence of a comprehensive strategy for better coordination of the policy process in Government.

# Comprehensive Framework for Policy Capacity Development in the Public Service

