POLICY CAPACITY DEVELOPMENT FRAMEWORK FOR THE UGANDA PUBLIC SERVICE

OBJECTIVES	ACTIVITIES	DEPENDENCIES/ASSUMPTIONS	RESPONSIBILITY	TIMELINES
COORDINATION				
Recommendations: • **Establish a forum to coordinate policy submissions involving the Cabinet Secretariat (CS), Office of the Prime Minister (OPM), and Ministry of Finance, Planning and Economic Development (MFPED), Ministry of Public Service (MoPS)**				
1. Well coordinated policy approach	A. Review and create / reposition a structure for policy formulation and implementation coordination with clear roles and responsibilities between central agencies (OPM, CS, MFPED, MoPS) and line ministries B. Create a Cabinet Paper for approval C. Clearly communicate the structure to central agencies and line ministries	A. Buy-in from stakeholders B. Quality of policy submissions from line ministries (Policy submissions from ministries are of quality and evidence based)	Cabinet Secretariat	Short term (6-12 months)
AGENDA SETTING				
Recommendations: • **Establish a tracking system on government priorities** • **Clearly define the priorities early in the government's mandate** • **Create a mechanism for driving the priorities by central agencies and ministries, including coordination between relevant key political and civil service players, external stakeholders** • **Communicate the government's priorities to the Ministers and MDAs in a timely manner (e.g. mandate letters, directives, performance contracts)**				
2. Focused policy agenda	A. Maximize / Capitalize on the Government Annual Performance Report (GAPR) to track government priorities in relation to the Manifesto, National Development Plan to review progress on priorities	A. Buy-in from MDAs and other stakeholders B. Timely Release of	OPM as lead agency, NPA ,	Short term (6-12 months)

OBJECTIVES	ACTIVITIES	DEPENDENCIES/ASSUMPTIONS	RESPONSIBILITY	TIMELINES
	B. Conduct an environmental scan of emerging issues C. Review and enhance the effectiveness of existing forums for PS to clearly articulate their MDA priorities and commitments and sequence forums with the release of the GAPR (e.g. PS table/retreat) D. Create a comprehensive policy agenda to ensure consistent policy priorities E. Develop a communications plan (including who, what, when, where, how) and tools (e.g. mandate letters, directives, performance contracts, PowerPoint presentations) to effectively communicate and reinforce policy priorities and ensure consistency across government core documents and each MDA	the GAPR C. Ministries adhere to set priorities and implement them.	MoFPED	Short term (6-12 months)

Horizontal Policy formulation and implementation

Recommendations:
- **Identify which priorities are horizontal in nature**
- **Triage the Manifesto, NDP and all other agenda objectives that lend themselves to the definition of horizontal policy and pick one or two key areas**
- **Pilot horizontal methods and evaluate effectiveness**
- **Develop a framework for engaging local institutions in cross-cutting policy development**
- **Develop appropriate forums for coordination and policy development (e.g. PS table)**
- **Conduct a detailed joint implementation planning process**

OBJECTIVES	ACTIVITIES	DEPENDENCIES/ASSUMPTIONS	RESPONSIBILITY	TIMELINES
3. Improved horizontal policy formulation and implementation	A. Create forums where CS, OPM, MFPED determine which policies are horizontal in nature B. Create PS tables to bring together PSs to collaborate on horizontal policy development (e.g. to clarify roles and responsibilities, create a detailed joint implementation plan and monitoring and evaluation frameworks, report on results and effectiveness) C. Create mechanisms that encourage leadership to share lessons learned with counterparts	Buy in from MDAs and other stakeholders. Ministries adhere to set priorities and implement them.	OPM as the lead agency CS, MoFPED, and NPA	Short term (6-12 months)

DECISION-MAKING

Recommendations
- **Develop a clearly defined policy cycle that is reflective of the government's budgetary cycle and the policy environment**
- **Processes should be disciplined, consistent and be supported by internal structures**
- **Consider a more robust committee structure that includes permanent and ad hoc committees to strengthen and support Cabinet decision-making**
- **Consider the establishment of a joint forum of senior political and public service officials (e.g. fiscal prep)**
- **Consider the articulation of the decisions to the ministry in a clear and concise manner (e.g. minutes)**

4. Effective decision-making structures	A. Define the government policy cycle and align to budget cycle B. Establish committees (standing and ad hoc) in Cabinet and MDAs to support policy and budget cycles. C. Agree on Cabinet minutes of policy decisions with key stakeholders before presentation to Cabinet approval. D. Conduct further investigation into findings of the	Buy in from MDAs and other stakeholders. Ministries adhere to set priorities and implement them. Decisions are informed by evidence.	CS as lead agency, OPM, MoFPED, and NPA	Medium term (12-24 months)

OBJECTIVES	ACTIVITIES	DEPENDENCIES/ASSUMPTIONS	RESPONSIBILITY	TIMELINES
	report to better understand MDA decision making structures, templates and processes (e.g. timing of submissions) to determine a way forward on enhancing structures that support Cabinet decision-making E. Develop policy options for consideration for permanent and ad hoc committees to review, assess implications, and make recommendations on policy submissions F. Create a joint forum of senior political ministers and public service officials (e.g. Cabinet Secretary) to ensure the policy initiative is consistent with the government's agenda and budgetary requirements and to avoid surprises and align the political and administrative agendas (e.g. PCC?) G. Create a communications plan (including who, what, when, where, how) and tools (e.g. minutes) to communicate decisions to MDAs in a clear and concise manner	Buy in from MDAs and other stakeholders. Ministries adhere to set priorities and implement them. Decisions are informed by evidence.	CS as lead agency, OPM, MoFPED, and NPA	Medium term (12-24 months)

IMPLEMENTATION, MONITORING AND EVALUATION

Recommendations:
- **Ensure clear articulation of policy objectives**
- **Establish an accountability framework (people, structure, processes) to review priority items for implementation and ensure a disciplined performance management system**
- **Create an organizational results framework for implementing, monitoring and evaluating policy results, including clear roles and responsibilities; Build in departmental capacity assessments to monitor progress**
- **Determine and create core functions at the enterprise level and use innovative models such as Communities of Expertise – e.g. Literature reviews, project management**

OBJECTIVES	ACTIVITIES	DEPENDENCIES/ASSUMPTIONS	RESPONSIBILITY	TIMELINES
• Continue and enhance policy function through policy units or other integrated structural units				
5. Ensure performance and accountability for policy results	A. Create a communications plan (including who, what, when, where, how) and tools (e.g. minutes) so that CS, OPM, and MFPED communicates policy objectives to MDAs in a coordinated, clear and concise manner. B. Determine and create core functions at the enterprise level and use innovative models such as Communities of Expertise – e.g. Literature reviews, project management. C. Make Policy Analysis Units separate from Planning Units and increase the number of staff in the Policy Analyst Units. D. Create an organizational results framework and performance metrics for implementing, monitoring and evaluating policy results, including clear roles and responsibilities; Build in departmental capacity assessments to monitor progress. E. Establish an accountability framework (people, structure, processes) to review priority items for implementation and ensure a disciplined performance management system F. Establish report and feedback mechanisms depending on the nature of the policy initiative (complexity, timeframe, program criteria) to facilitate accountability for results and create incentive for implementation G. Establish a mechanism for the Cabinet Secretary to	Buy in from MDAs and other stakeholders. Ministries adhere to set priorities and implement them. Decisions are informed by evidence.	OPM as lead agency, CS MoFPED, NPA	Medium term (12-24 months)

OBJECTIVES	ACTIVITIES	DEPENDENCIES/ASSUMPTIONS	RESPONSIBILITY	TIMELINES
	report quarterly on policy results to the President			

<table>
<tr><td colspan="5" style="background:#dce6f1"><strong style="color:red">POLICY CAPACITY (TALENT, SKILLS AND KNOWLEDGE) DEVELOPMENT</td></tr>
</table>

Recommendations:
- **Apply a competency framework to the behaviors and skills required for the policy community, including soft (interpersonal) and technical skills (research and analytical)**
- **Implement a performance management regime – starting with learning plans to create baseline talent**
- **Create mandatory learning strategy to address implementation, performance measurement and evaluation for all policy staff**
- **Develop a range of formal and informal learning opportunities in partnerships with Universities, external and internal leaders / Consider developing external resources such as think tanks, relationships with academics to build research capacity**
- **Institute a rewards and recognition scheme**
- **Consider instituting succession planning**

OBJECTIVES	ACTIVITIES	DEPENDENCIES/ASSUMPTIONS	RESPONSIBILITY	TIMELINES
6. Qualified and motivated policy personnel	A. Deliver induction session to Ministers on the role of the Ministers in the presence of the President or Vice President. B. Deliver induction sessions on the machinery of government for Ministers. C. Conduct a training needs assessment for Policy Analysts. D. Review / Create mechanisms to brief Ministers on specific policies (e.g. Briefing notes, meetings—mechanisms should be specific to each Minister) and provide them with tools to communicate the policy (e.g. Precis, One page slide, briefing	Buy in from MDAs and other stakeholders.	MoPS as the lead agency, CS, MoFPED, NPA, and OPM	Short Term (6-12 months).

OBJECTIVES	ACTIVITIES	DEPENDENCIES/ASSUMPTIONS	RESPONSIBILITY	TIMELINES
	presentation)	Buy in from MDAs and other stakeholders.	MoPS as the lead agency, CS, MoFPED, NPA, and OPM	Short Term (6-12 months).
	E. Create forums to bring together policy analysts to share best practices and experiences in policy implementation, monitoring and evaluation (Community of Practice)			
	F. Support the MoPS to review/establish core competencies for policy practitioners			
	G. Support the MoPS to create performance plans for policy practitioners			
	H. Link with educational partners to ensure policy courses map to required competencies			
	I. Support the MoPS and management to create learning plans for policy practitioners that include skill development in:			

	i. Issue identification
	  ii. Research and Consultation
	 iii. Developing options and quality Cabinet submissions/papers
	 iv. Results management and monitoring and evaluation frameworks (focus on outcomes, not outputs)
	  v. Communications planning and implementation (e.g. key messages, plain language, etc.)			