

Implementation Status & Results
Uganda
Uganda Public Service Performance Enhancement Program (UPS-PEP) (P050440)

Operation Name: **Uganda Public Service Performance Enhancement Program (UPS-PEP) (P050440)** Project Stage: **Implementation** Seq.No: **12** Status: **ARCHIVED** Archive Date: **14-Nov-2012**

Country: **Uganda** Approval FY: **2006**
 Product Line: **IBRD/IDA** Region: **AFRICA** Lending Instrument: **Specific Investment Loan**
 Implementing Agency(ies): **Ministry of Public Service**

Key Dates

Board Approval Date	20-Jun-2006	Original Closing Date	31-Dec-2011	Planned Mid Term Review Date	09-May-2011	Last Archived ISR Date	04-Jan-2012
Effectiveness Date	19-Nov-2008	Revised Closing Date	30-Jun-2013	Actual Mid Term Review Date	09-May-2011		

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The Project Development Objectives is to support: (i) the transformation of the public service so that it is affordable, efficient and accountable for the use of public resources and service delivery; and (ii) improvement of the policy, institutional and regulatory environment in targeted areas for sustainable growth and service delivery.

Has the Project Development Objective been changed since Board Approval of the Project?

Yes No

Component(s)

Component Name	Component Cost
Public Service Reform Program (PSRP)	15.00
Strategic Capacity Development	8.00

Overall Ratings

	Previous Rating	Current Rating
Progress towards achievement of PDO	Satisfactory	Moderately Satisfactory
Overall Implementation Progress (IP)	Satisfactory	Moderately Satisfactory
Overall Risk Rating	Low	Moderate

Implementation Status Overview

Although IDA disbursements has gone up to 50%, project implementation has slowed down with delayed procurement for critical activities posing a big challenge. Government initially made significant progress on the two flagship activities – the Integrated Payroll and Personnel System (IPPS) and design review and construction of the national records center and archives (NRCA) - under component one, these have slowed down. Following the launch of phase one of the IPPS in 11 pilot sites, and issuance of operational acceptance certificate in June 2011, a number of implementation challenges were identified in December 2011 and June 2012. These are yet to be resolved and have led to ineffective use of the IPPS for payroll management and a failure to roll out other modules of the system to ensure that Government gets value for money.

Progresses on the roll out of the ROM/OOB framework and implementation of performance contracts across the entire Government is progressing well. However the development of client charters to ensure enhanced citizen voices in monitoring service delivery has slowed down due to the lengthy consultative processes. The reviews and restructuring of Government Ministries, Department and Agencies (MDAs) was concluded but the final report to confirm the fiscal savings and implementation efficiency gains envisaged from this activity is yet to be finalized, approved by cabinet and implemented.

Implementation of activities under Component Two continues to be stepped up with the designs for the refurbishment of the proposed Civil Service College premises expected by October 30th 2012. Training under the targeted capacity building and learning and applied change management commenced and over 300 civil servants have been trained.

Financial management challenges were resolved with the recruitment and training of a project accountant and FMR are now received with minimal delays. Financial records are now in order. Disbursement to date stand at US Dollars 10.52 million of UPSPEP funding for both component 1 and 2, and the entire US Dollars 20.7 million from component 1 basket fund partners. IDA disbursement rate stands at 50%.

Risk factors:

1. The slow and ineffective implementation of the IPPS poses challenges on achieving the objective of installing this system. This is one of the key activities under the project supporting the Government's pay reform agenda (effective management of the payroll and wage bill). Further, design review for the National Records Center and Archives (NRCA) has delayed and procurement of a the contractor will only be completed in January 2013. Given the project closing date in eight months, completion of these activities will be a challenge. These two critical activities also face a funding gap approximately US \$ 26 million to complete. The Ministry had initially submitted a formal request for (a) the extra funding to the MoFPED to cover IPPS roll out phases III-V, the second phase of construction of the records and archives building and some critical aspects of the Public Service Reform agenda and (b) seeking to extend the project closing date to June 2015 from the current June 2013. However, MoFPED has now submitted a no cost extension of the project to June 2015.
2. Government decision to prioritize the payroll module of the IPPS has led to major delays in operationalizing the remaining 7 modules and this poses a serious risk to the Government of not getting full value for money of the entire system as purchased.

Locations

Country	First Administrative Division	Location	Planned	Actual
Uganda	Kampala District	Kampala		

Results

Project Development Objective Indicators

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Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Selected MDAs and Local Governments that report full achievement of their annual performance targets as verified through the performance and budget monitoring process.	<input type="checkbox"/>	Text	Value	Budget Monitoring Reports show high degree of discrepancy between targets and results for all ministries	53%	at least the 6 priority ministries covered under the JBSF meet their targets in a consistent manner
			Date	30-Jun-2008	30-Jun-2012	28-Jun-2013
			Comments		The Government has now instituted a semi annual Government performance report and this report is being utilized as it provides more comprehensive data that includes both budget monitoring and reporting against agreed actions.	

Intermediate Results Indicators

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Sub component 1: - Performance management system fully implemented in selected MDAs and Local Governments.	<input type="checkbox"/>	Text	Value	0	30%	100%
			Date	30-Jun-2008	30-Jun-2012	28-Jun-2013
			Comments		By June 2012 - All accounting officers, Directors, Hospital directors of regional referral hospitals and head teachers of primary and secondary schools had signed performance agreements. The assessment report will be ready in November 2012.	
Sub component 2: - Percentage of total establishment and wage bill captured in IPPS data base- with Current financing this will belimited to 30%.	<input type="checkbox"/>	Text	Value	IPPS database not installed.	54%	70%
			Date	01-Dec-2008	30-Jun-2012	28-Jun-2013
			Comments		The Government prioritized implementation of the payroll module of the IPPS and has therefore surpassed target. Challenges remain on operationalizing other modules of the system to ensure value for money.	

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Sub component 3:- Degree of discrepancy between staff paid through the payroll and actual staff, as revealed through inspections and payroll audits.	<input type="checkbox"/>	Text	Value	15%		5%
			Date	01-Dec-2008	30-Jun-2012	28-Jun-2013
			Comments		Forensic audit revealed massive challenges in payroll, and final report is awaited.	
Sub component 4:- Percentage of semi -active records transferred to the records centre -With Current Financing this will be limited to 75%.	<input type="checkbox"/>	Text	Value	0%	0	75%
			Date	30-Jun-2008	30-Jun-2012	28-Jun-2013
			Comments		Design review, and tender action for construction of the NRCA has now been completed and bid documents submitted to IDA. Consultant to review records policy and archiving system has also been hired.	
Sub component 5: - Public Service White Paper on transformation of the service adopted and key actions implemented.	<input type="checkbox"/>	Text	Value	Development of White Paper ongoing.		Public Service White paper on transformation of the Service developed and key actions being implemented.
			Date	15-Sep-2006	30-Jun-2012	28-Jun-2013
			Comments		Awaiting Cabinet approval of proposed key actions in White Paper.	
Component 2: - Number of Public Officers receiving annual training on priority aspects of the public sector reform agenda.	<input type="checkbox"/>	Text	Value	0	600	600
			Date	29-Dec-2006	30-Jun-2012	28-Jun-2013
			Comments		Training on leadership and applied change management commenced and this is complemented by induction training of new staff. Professional Leadership Training for top management to commence in October 2012.	

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Data on Financial Performance (as of 12-Oct-2012)

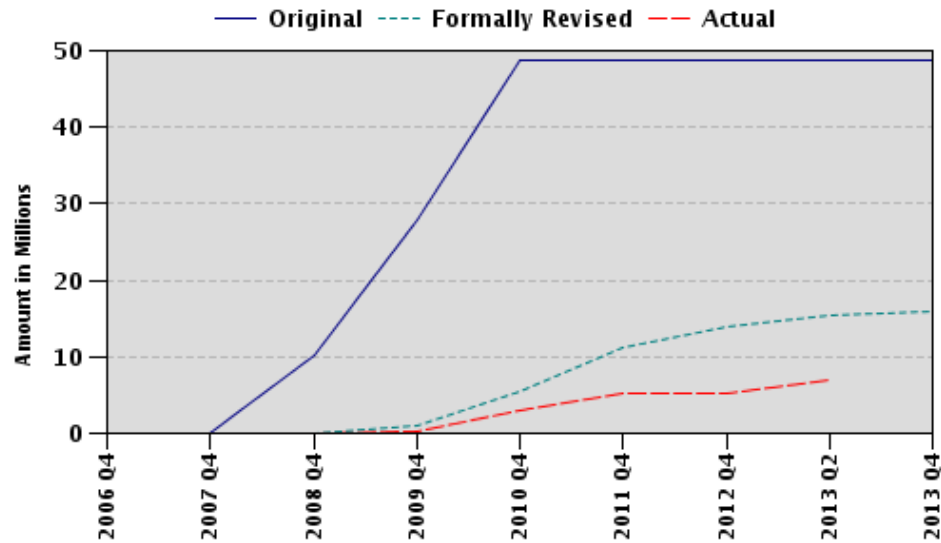
Financial Agreement(s) Key Dates

Project	Ln/Cr/Tf	Status	Approval Date	Signing Date	Effectiveness Date	Original Closing Date	Revised Closing Date
P050440	IDA-41990	Effective	20-Jun-2006	18-Dec-2006	19-Nov-2008	31-Dec-2011	30-Jun-2013

Disbursements (in Millions)

Project	Ln/Cr/Tf	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P050440	IDA-41990	Effective	XDR	48.70	14.00	34.70	6.96	7.04	50.00

Disbursement Graph



Key Decisions Regarding Implementation

1. The effective roll out of IPPS in all 11 sites under phase 1 needs to be stepped up to ensure that the system achieves its intended objective of enhancing integrity of payroll and improving wage bill management. The 11 institutions include Ministries of Public Service, Education, Health, Finance Planning and Economic Development, the Judiciary and Jinja and Lira District Local Governments and the Health, Education, Judicial and the Public Service Commissions.
2. Strengthen Project Management and agree with JVT and Coseke firms on key actions to be completed in the next 3 months to ensure the EDMS is fully functioning and Accounting officers' review of payroll process is resolved.

There is need for Government to step up project management and speed up implementation of key activities like the roll out of the payroll management system to justify extension of the closing date and achieve project development objective.

Restructuring History

Board Approved on 20-Nov-2008

Related Projects

There are no related projects.