



RESEARCH FOR BETTER PUBLIC ADMINISTRATION THEORY AND PRACTICE : UGANDA MANAGEMENT INSTITUTE CASE



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PRESENTATION

- Introduction
- A reminder of what Public administration is , and why we need it and Its principles
- Why Public administration research
- Study Findings on Public Administration Research trends at Uganda Management Institute (UMI)
- Discussion
- Conclusion

INTRODUCTION

- The role and function of public administrators is rapidly evolving
 - Partly -as needs and demands of citizens, governments and organizations keep changes influence their ability to create and implement policies.
- Today's public administrators face many issues to deal with – in the political, social and economic realms that impact both public and private sectors.

Perspectives on Public Administration

(Woodrow Wilson 1887):
"The detailed and systematic execution of public law"

(L.D White 1926; F.J Goodnow 1900; J. Corson and JP Harris 1983; R Denhardt 1995)


“ All those government operations having a purpose of fulfilment or enforcement of public policy & programs”

- the business side of government, concerned with policy-making and policy execution; consisting of *non-political public bureaucracy* that operates within a political system

WHY PUBLIC ADMINISTRATION?

- Implementation of government programs
- Efficient and effective operations
- Resource Management
- Government accountability and responsiveness
- Maintaining order

THE GUIDING THEORETICAL FRAMEWORK

- The traditional and current principles of public administration
 - In between are reforms that emphasize private sector led Principles, good governance principles & Public-centered principles
 - The Classic administrative principles (Of Maxi Weber and Henry Fayol)
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- The Public Administration Principles by Organization for Economic Cooperation and Development (OECD)- 2023

TRADITIONAL PRINCIPLES OF PUBLIC ADMINISTRATION (MAX WEBER AND HENRY FAYOL)

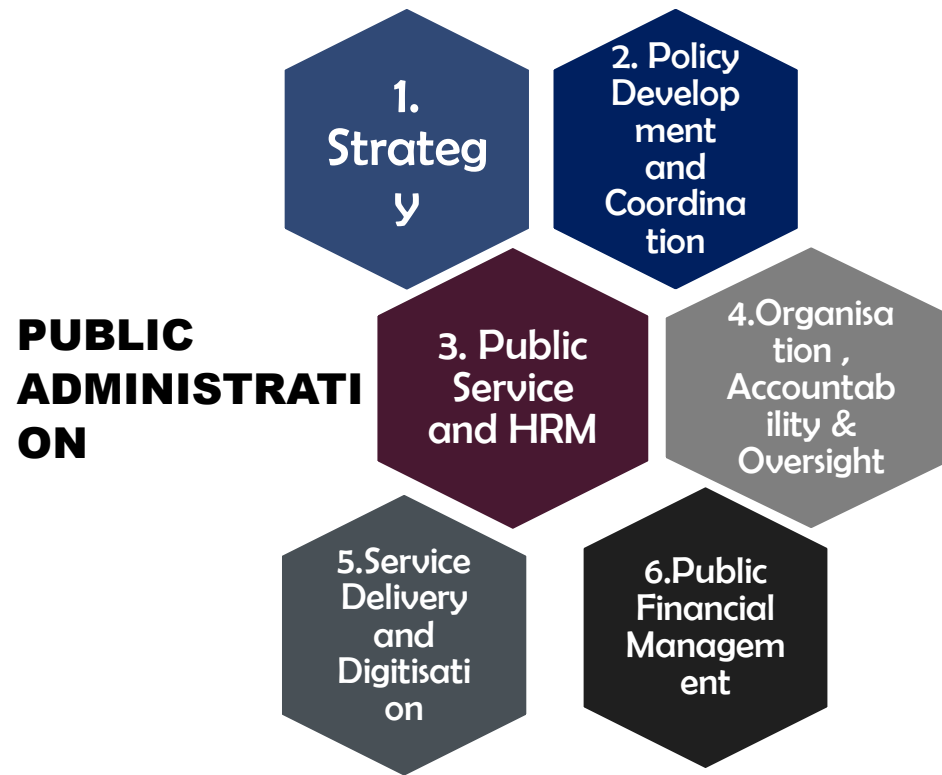
A hierarchical structure with a Chain of Authority, Rules and guidelines [Bureaucracy]

Separation of powers- between administration/appointed administrators and Politics/elected politicians

Efficiency and effectiveness of human and financial resources and budgets

Centralisation of power, Impersonality, Technical /Formal selection of officials etc

OECD (2023) SIX-SIGMA PRINCIPLES OF PUBLIC ADMINISTRATION



ABOUT THE OECD PA PRINCIPLES (THE SIGMA FRAMEWORK)

- The Principles of PA are a comprehensive framework of standards ***expressing values and behaviors that citizens and businesses expect from a modern public administration.***
- Politicians and public servants use the framework as a tool for continuous improvement of public administration systems
- The framework offers guidance to enhance the capacity in policy development, high-quality & user-centred services , efficiency in managing public funds, fostering transparency and accountability & building citizens' trust in public institutions

THE SIGMA FRAMEWORK SUMMARY: SIX (6) KEY AREAS AND 32 PRINCIPLES OF PA

Key area	Summary of the principles
1. Strategy	PA reform agenda aimed at fostering innovation and continuous improvement. (<i>1 principle</i>)
2. Policy development and co-ordination	Coherent and effective , inclusive, consultative well planned & centrally coordinated policies developed based on evidence & analysis ; Implemented & evaluated (<i>7 principles</i>)
3. Public service and human resource management	Meritorious recruitment ; Protection of public servants from undue influence & dismissal ; effective, professional , stable & responsive top leadership; Motivated and fair paid employees; Professional development & Talent management (<i>5 principles</i>)

SIX (6) KEY AREAS AND 32 PRINCIPLES OF PA

Key area	Summary of the principles
4. Organization Accountability and oversight	Well organizes & Coordinated structures, Clearly distributed responsibilities at national & local levels . Transparency & Openness; Effective audit institutions; good administrative procedures & judicial review (7principles)
5.Service delivery and Digitalization	The center to design & deliver administrative services, high quality online and offline services ; Digitize for data-driven decisions, effective & Efficient services, processes in the whole of government (4 Principles)
6. Public Financial Management	Develop a comprehensive annual budget & Support its implementation in a transparent manner ; effective and compliant management of resources , effective internal audits & independent auditors; and good public procurement legislation and review systems ; Regional and local financial systems (9 principles)

ARGUMENTS FOR RESEARCH IN PUBLIC ADMINISTRATION



1. Informed Decision-Making

2. Policy development and evaluation

3. Resource allocation

4. Performance improvement

RESEARCH FOCUS AND METHODOLOGY

- **Focus & Scope** : All Masters of Public administration dissertations submitted at UMI between 2012 and 2022
- **Data collection Method:** document analysis
- **Data processing procedure** :
 - Data of 405 dissertations was extracted from UMISpace which stores all the UMI dissertations , the data exported to Excel.
 - Selection criteria: the title of the dissertation, authors, registration numbers, Study focus/problems (dependent variables), and the specific geographical areas where the investigation was conducted.
 - Analysis was performed in Excel, following classification of the titles and problem areas investigated (dependent variables) and key words in the Six Sigma principles of public administration

THE FINDINGS

- **A) Geographical areas**

- Out of the total of 405 dissertations across various districts in Uganda the findings indicate this order of research geographical areas:

- i. **Kampala (140)**
- ii. Mbarara (23),
- iii. Wakiso (19)
- iv. Jinja (10)
- v. Mbale, Lira and Mukono (9)
- vi. Others (1-8)

FINDINGS...SPECIFIC ISSUES OF THE PA STUDIES ON SERVICE DELIVERY

No	District	Challenge	Total
1	Kampala	Urban infrastructure, public utilities , healthcare and education	48
2	Wakiso	Health care , education, and road infrastructure	10
3	Mbarara	Basic service provision such as education , health and rural infrastructure	10

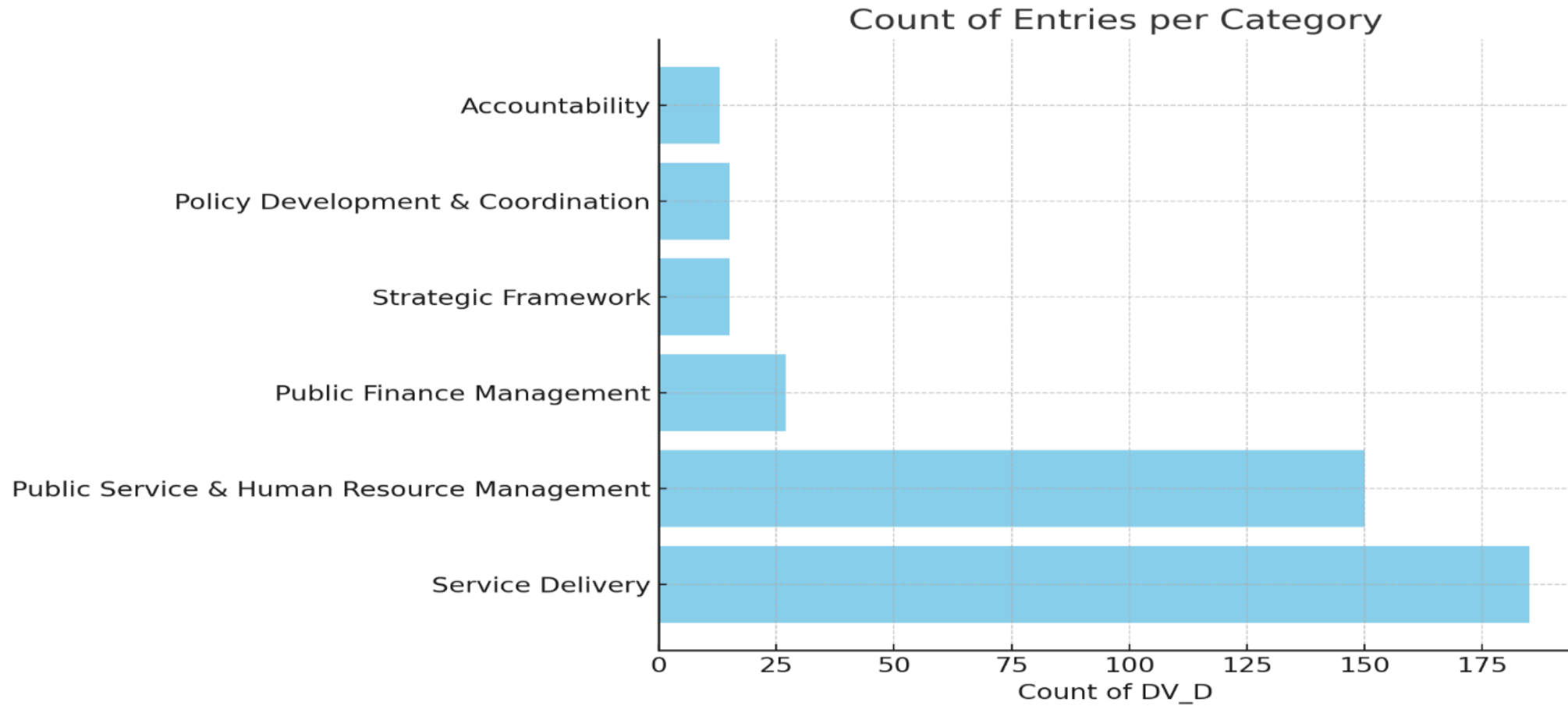
- Service delivery as a challenge is diverse and involves crosscutting.
- From these data, it can be seen that concerns of the delivery of services in the study areas are: *Infrastructure, public utilities, health care, and education. Is limited in other key areas of Agriculture, & Industry & Trade*

Table 2: Categories of Subjects


B) UMI MPA STUDY/SUBJECT AREAS PER THE **SIX SIGMA** **PA PRINCIPLES FRAMEWORK (OECD 2023).**

	Subject	Number	Percentage
1	Accountability	13	3.2%
2	Policy development & Coordination	15	3.7%
3	Strategic framework	15	3.7%
4	Public finance management	27	6.7%
5	Public service & Human resource management	150	37%*
6	Service delivery	185	45.7%**
	Grand total	405	

FIG. I : FINDINGS...



FINDINGS....

- 84.5% most investigated problems were in **Service delivery** (45.7%) and **Public Service and Human Resource Management** (37%)
- Moderately investigated, yet key areas of public service include *Public Finance Management (6.7%), Strategic framework (3.7%)*, and *policy development and coordination (3.7%)*
- **The most least investigated area is accountability (3.2%)** 
 - **Critical Question:** Why?.

DISCUSSION

- ❖ Where as the PA research is dominant in service delivery focus, there is little on **digitalization** – as given in principle 5 of the sigma framework
- ❖ Studies are largely focused in the CBD [Kampala] that is largely urbanized
 - ❖ *need to refocus onto rural studies to assess impact policy/program grassroots interventions—current trend in Uganda is rural based- e.g PDM interventions*
 - ❖ *Research also should be on cross cutting issues – like disasters, gender, HIV aids, Youth ...*

CONCLUSION

- Public administration practice has undergone transformation over years
- That a classical public administration principles which focus on structures, systems and procedures may not effectively work at present – in a highly networked complex government, a volatile & uncertain environment of role ambiguity [
- Hard to separate the Political and Technical today
- That public administration actions should be scientific [evidence –based] and should follow a strategy – of aligning the current studies to national agenda (regional & Global agenda)



Thank You!