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Politics and Organizational Capacities of Selected Key Fiscal and Social Institutions in Uganda

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prepared for the UNRISD project on
Politics of Domestic Resource Mobilization

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This paper is part of a series of outputs from the research project on The Politics of Domestic Resource Mobilization for Social Development.

The project seeks to contribute to global debates on the political and institutional contexts that enable poor countries to mobilize domestic resources for social development. It examines the processes and mechanisms that connect the politics of resource mobilization and demands for social provision; changes in state-citizen and donor-recipient relations associated with resource mobilization and allocation; and governance reforms that can lead to improved and sustainable revenue yields and services. For further information on the project visit www.unrisd.org/pdrm.

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Acronyms

AIDS	Acquired immunodeficiency syndrome
ART	Anti-retroviral treatment
BOU	Bank of Uganda
DISH	Delivery of Improved Services for Health Project
EU	European Union
FHD	Family Health Day
FINMAP	Financial Accountability and Management Programme
FY	Financial year
GAVI	Global Alliance for Vaccines and Immunization
GDP	Gross domestic product
HIV	Human immunodeficiency virus
HSSP	Health Sector Strategic Plan
ICT	Information, Communication and Technology
IHCC	International Hutcheon Clinic for Children
KCCA	Kampala Capital City Authority
KDLB	Kampala District Land Board
LGMSD	Local Government Management and Service Delivery
MDG	Millennium Development Goal
MoH	Ministry of Health
MoES	Ministry of Education and Sports
MOFPED	Ministry of Finance Planning and Economic Development
NMCP	National Malaria Control Programs
NDP	National Development Plan
NRM	National Resistance Movements
NTR	Non-tax revenue
NWSC	National Water and Sewerage Corporation
OPD	Out Patient Delivery
PEAP	Poverty Eradication Action Plan
PEFA	Public Expenditure and Financial Accountability
PCV10	Pneumococcal Conjugate Vaccine
PLE	Primary Leaving Examinations
RADDEX	Revenue Authorities Digital Data Exchange
ROU	Republic of Uganda
SFG	Service for Generations
SWAp	Sector-wide approach
UGX	Uganda Shillings
UNHRO	Uganda National Health Research Organization
UNICEF	United Nations Children's Fund
UNMHCP	Uganda National Minimum Health Care Package
UPE	Universal Primary Education
URA	Uganda Revenue Authority
URA Net	Unified Communication Infrastructure
US	United States
USAID	United States Agency for International Development
USD	United States dollar
USE	Universal Secondary Education
WAN	Wide Area Network

Summary

This paper examines the linkages between resource mobilization and social outcomes by looking at institutions that play a key role with respect to resource mobilization and social spending in Uganda. It looks at the following institutions: the Uganda Revenue Authority (URA), Kampala Capital City Authority (KCCA) and the Ministry of Health (MoH). The three institutions were selected because they are key organizations in either revenue collection or social service delivery or both, and all three were targets of reforms—with varying degrees of success.

The paper analyses how these institutions compare with respect to political prioritization, and in particular, to what extent they benefit from key institutional reforms and organizational capacity. The analysis reveals how varying political interests in, and priorities of, public institutions serve to explain differences in the delivery of public services and their organizational capacity. It illustrates the bigger picture that only politically important organizations—those perceived to be key for the political survival of the ruling elite—are well equipped with resources. The findings also stress the point that organizations that tend to perform better do so because they are politically prioritized and offered political protection.

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