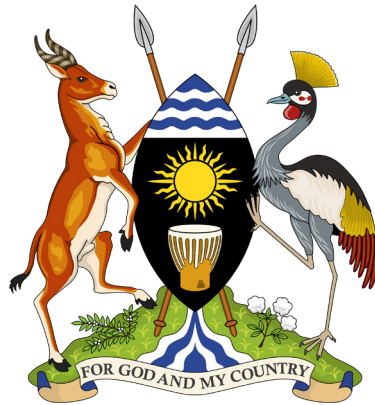




THE NATIONAL HUMAN RESOURCE DEVELOPMENT PLANNING FRAMEWORK FOR UGANDA



January 2018



THE REPUBLIC OF UGANDA

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FOREWORD

The fundamental factor for the progress of our country is production and productivity capacity of the human resource now and in the future. Uganda is endowed with abundant human resource, majority of which are youthful and able to drive the economy. The Uganda Vision 2040 provides the development paths towards strengthening the fundamentals to harness abundant opportunities. The National Development Plan II (NDPII) also clearly articulates the need for a people-centred approach along the human capital development value chain.

For a long time, Human Resource Development Planning was not given the utmost importance and to some extent was uncoordinated within the priorities of the government. Manpower demand and supply needs were left to the market forces. However, this proved ineffective due to the persistent rise in the mismatch of labour market requirements that was being experienced through the increasing unemployment, underemployment and disguised employment, among others.

The development of this Human Resources Development Planning (HRDP) Framework is within the mandate of the National Planning Authority (NPA) as spelt out in Section 7 (1) and (2) of the NPA Act 2002. Cabinet under minute 44 (CT 2018) approved this HRDP Framework under cabinet memorandum CT (2017) 156. The essence of the HRDP framework is to provide processes, structures and mechanisms for HR development planning aligned with the Comprehensive National Development Planning Framework (CNDPF) cascaded at all levels in a coordinated and guided approach. The framework takes regard of the national, regional and international obligations as specified in the existing legal and regulatory framework of the country, the EAC Monetary Union Protocol, Sustainable Development Goals (SDGs), and Africa Agenda 2063. The preparation process was consultative and participatory, involving all MDAs, Local Governments, private sector and the Civil Society Organisations.

This framework shall be core in guiding Government in terms of building the required human capital. The success of this framework will be reinforced by the creation of a conducive environment to support the education and training sector, as well as job creation in the private sector along the value chains in the quest to produce highly skilled, well educated, competent and productive citizens in line with the National Development Agenda.

On behalf of NPA, I wish to thank the sectors, MDAs, Local Governments, the private sector and CSOs that have supported the development and enrichment of this framework. I implore all of you to make use of it as we transform Uganda into a knowledge-based economy by 2040.

For God and My Country



Kisamba-Mugerwa

CHAIRPERSON, NATIONAL PLANNING AUTHORITY

LIST OF ACRONYMS

BTVET	Business, Technical and Vocational Education and Training
CNDPF	Comprehensive National Development Planning Framework
CSOs	Civil Society Organisations
EAC	East African Community
HR	Human Resources
LGs	Local Governments
LGWCs	Local Government Working Committees
LMIS	Labour Market Information System
MDAs	Ministries, Departments and Agencies
MEACA	Ministry of East African Community Affairs
MoES	Ministry of Education and Sports
MoGLSD	Ministry of Gender, Labour and Social Development
MoPS	Ministry of Public Service
MTEF	Medium Term Expenditure Framework
NCHE	National Council for Higher Education
NDP	National Development Plan
NEOP	National Equal Opportunity Policy
NHRDPF	National Human Resource Development Planning Framework
NHRDP	National Human Resource Development Plan
NHRDS	National Human Resource Development Strategy
NHRP	National Human Resource Plan
NPA	National Planning Authority
NSC	National Steering Committee
NTWG	National Technical Working Group
OPM	Office of the Prime Minister
SDGs	Sustainable Development Goals
SHRDP	Sectoral Human Resource Development Plans
SWCs	Sectoral Working Committees
SWG	Sector Working Group
UBOS	Uganda Bureau of Statistics
UVQF	Uganda Vocational Qualifications Framework

TABLE OF CONTENTS

Foreword	ii
List of acronyms.....	iii
List of Appendices	vi
List of Figures	vii
CHAPTER ONE: INTRODUCTION	1
1.1 Background	1
1.2 The rationale for the NHRDP Framework	2
1.3 Purpose of the NHRDP Framework.....	3
1.4 Objectives of the NHRDP Framework	3
1.5 Scope of the NHRDP Framework.....	4
1.6 Principles of the NHRDP Framework.....	4
1.7 Users of the NHRDP Framework	5
1.8 Structure of the NHRDP Framework	5
CHAPTER TWO: THE EXISTING LEGAL, POLICY AND INSTITUTIONAL FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT PLANNING ...	6
2.1 Introduction.....	6
2.2.1 The Uganda Constitution, 1995	6
2.2.2 The National Planning Authority Act, 2002	6
2.2.3 The Employment Act, 2006	6
2.2.4 The Occupational Safety and Health Act of 2006.....	7
2.2.5 Universities and other Tertiary Institutions Act, 2001	7
2.2.6 The Business, Technical and Vocational Education and Training (BTJET) Act, 2008	7
2.2.7 The Public Service Act, 2008.....	7
2.2.8 The Local Government Amendment Act, 2010	8
2.2.9 The Government White Paper on Education (1992).....	8
2.2.10 The Public Service Training Policy 2006	8
2.2.11 National Local Government Capacity Building Policy, 2005.....	9
2.2.12 The National Equal Opportunity Policy, 2006.....	9
2.3 Regional and international planning frameworks	9
2.3.1 The EAC Common Market Protocol, 2010.....	9

2.3.2	Sustainable Development Goals	9
2.3.3	Africa Agenda 2063	10
2.4	The National Planning Policy Framework and the Implication for Human Resource Development Planning.....	10
2.5	Summary	11
CHAPTER THREE: KEY ELEMENTS OF THE NATIONAL HUMAN RESOURCE DEVELOPMENT PLANNING FRAMEWORK		
3.1	Introduction.....	12
3.2	The 30-Year National Human Resource Development Strategy	12
3.3	The 10-year National Human Resource Plan	14
3.4	The 5-Year National Human Resource Development Plan.....	15
3.5	The 5-year Sector and LG Human Resource Development Plans	16
3.6	Annual Work Plans and Budgets	18
3.7	The Labour Market Information System.....	18
3.7.1	Linking the LMIS to Industry, Education and Training Institutions and Tracer Studies	19
CHAPTER FOUR: IMPLEMENTATION FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT PLANNING		
		20
4.1	Alignment of the NHRDPF with the CNDPF	20
4.2	Human Resource Development Planning process	20
4.2.1	Consultative process.....	21
4.3	Enabling policy, legal and regulatory framework.....	22
4.4	Institutional arrangements, key stakeholder roles and responsibilities	22
4.5	Coordination Framework for Human Resource Development Planning	30
4.6	Partnerships for Human Resource Planning and Development	35
4.7	Curriculum development institutions and regulatory bodies for Education and training.....	35
4.8	Financing for Human Resource Planning and Development	36
4.9	Implementation Roadmap	36
CHAPTER FIVE: MONITORING AND EVALUATION OF HUMAN RESOURCE DEVELOPMENT PLANNING		
		37
APPENDICES		
		39

LIST OF APPENDIX

Appendix 1: Glossary of concepts and definitions.....	39
Appendix 2: The comprehensive national development planning framework.....	41
Appendix 3: Labour market information system	42
Appendix 4: Coordination pyramid for human resource development planning	44
Appendix 5: Human capital development value chain.....	45

LIST OF FIGURES

Figure 1: The NHRDP Framework	13
Figure 2: National Human Resource Plan Formulation Process.....	15
Figure 3: Optimal Labour Market	42
Figure 4: Labour Market with Information deficit.....	42
Figure 5: Functions of the Labour Market Information System	43
Box 1 Principles of NHRDPF.....	34

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

Uganda's past experiences regarding labour market dynamics point to failures relating to the mismatch between the demand and supply of human capital. These have manifested through skills mismatches due to the increasing number of graduates from the education and training institutions lacking requisite skills and knowledge required in the labour market as well as the increasing unemployment rate which stands at 9.0% (UNHS 2016/17), among other factors. The trend has been worsened by: The lack of adequate information to redirect labour supply and demand needs; inadequate coordination framework to guide and support intersectoral players to focus on critical national human resource requirements; the ever-increasing labour force due to high population growth rate in view of jobless growth; as well as limited linkage and policy integration along the human capital development value chain¹

The Uganda Vision 2040 recognises that among the strategic bottlenecks constraining the country's socio-economic development since independence are the underdeveloped human resources. The Second National Development Plan for the period 2015/16 -2019/20, recognises that Uganda's labour market continues to face a shortage of requisite skills, with only a few people having some form of education and training qualification compared to the total population of the country. According to the National Population and Housing Census results 2014, the total labour force is 52.2% of the total population. The statistics further indicate that majority of the working population (64.7%) are engaged in subsistence agriculture and only (3.7%) in market-oriented agriculture. Technical labour force accounts for 2%, service 7.7% and profession 0.5% of the working population.

¹ The value chain approach along the life cycle focuses on building a well-balanced human resource that is healthy, educated and properly skilled in a concerted effort of all socioeconomic transformational stakeholders in the different branches of Government, private sector and the civil society (details in Appendix 5).

With the steady decline in fertility rate estimated at 5.8 births per woman and child mortality rate estimated at 22 deaths per 1000 live births by 2020, Uganda's age structure is likely to change, resulting in a population that has more people of working age relative to dependent children. The implication of the shift in the age structure is the huge impetus for accelerating socio-economic transformation. This will require investment towards strengthening human capital development for sustainable economic growth and employment creation. This process therefore requires Government to adopt a people-centred integrated development framework that will ensure a healthy and well-educated population that is productive, accountable and efficient, having decent jobs resulting into higher purchasing power.

To realise the above, this framework provides for mechanisms to guide the assessment of the current and future human resource (HR) requirements and trends in the different sectors of the economy. This is in a bid to meet the country's short-term, medium term and long-term HR requirements. This overarching national framework for HR will rally all stakeholder actions towards addressing the critical human capital gaps in line with the national development agenda. Once operationalised, the framework will serve as a guide to ensure that the right number and kind of people, with the right skills, are available at the right time at all levels to contribute to national development.

The development of this framework took into consideration the national, regional and international obligations as specified in the existing legal and regulatory framework of the country, the EAC Monetary Union Protocol, Agenda 2030 for Sustainable Development Goals (SDGs) and Africa Agenda 2063. The importance of the framework is to strengthen the National Human Resource Development Planning (NHRDP) while addressing issues related to equity, improving representation and the overall transformation of the country.

1.2 The rationale for the NHRDP Framework

The NHRDP Framework seeks to provide strategic guidance to support effective HR development planning and address the following concerns:

- i) Skills mismatch. The current situation reflects increasing numbers of graduates at secondary to tertiary level from 27% in 2002 to 41.2%, while dropout is reflected in a bigger proportion (58.4% in 2014) of graduates at primary level without requisite skills (Population Census 2014). The structure of the graduates affects the absorption capacity

based on the needs of the economy. This is worsened by the limited linkage between the suppliers of the labour force at all levels and the workforce demand from the different sectors of the economy;

- ii) Data inadequacy. For a long time the country lacked up-to-date workforce information, a situation exacerbated by undeveloped labour market information and data system for capturing and guiding planning and projecting HR trends at national, regional and global levels;
- iii) Inadequate coordination of human resource development planning and policy frameworks to streamline and rally a wide range of stakeholder interventions to the overall national strategies and plans;
- iv) Demographic dividend that is not harnessed. Due to a high population growth rate, the economy is experiencing an increasing number of young people joining the active population every year, in relation to the existing number of people of working age. There is need for a harmonised approach to support building the ever-increasing working age population in an effort to accelerate socioeconomic transformation of the country.
- v) Lack of a comprehensive approach applied by Government to ensure that the right labour force is produced and channelled in the right sectors of the economy at the right time, to tap into the emerging opportunities and hence reduce on unemployment and underemployment.

1.3 Purpose of the NHRDP Framework

The main purpose of the framework is to provide a holistic and integrated approach to human resource development planning of the country; to rally multi-stakeholder actions at all levels within the overall national development agenda.

1.4 Objectives of the NHRDP Framework

The specific objectives of the framework are to:

- i) Provide a comprehensive human resource development planning process cascaded at all levels.

- ii) Provide for a systematic structure for coordinating and guiding the country on human resource development planning in line with the national development agenda.
- iii) Provide a mechanism for prioritising and communicating human resource supply and demand requirements for sustainable development and inclusive growth.
- iv) Provide a collaborated system for continuous collection and reporting of the relevant human resource information to guide policy decision-making, implementation as well as monitoring and evaluation.

1.5 Scope of the NHRDP Framework

The framework addresses the country's human resource development planning requirements in line with the existing national, sectoral and local government planning systems and mechanisms. The essence is to ensure that competencies and capacities of all nationals are enhanced along the human capital value chain with a view to facilitating the country towards achieving Vision 2040 targets. The framework shall guide human resource development planning at all levels of Government.

1.6 Principles of the NHRDP Framework

The NHRDP framework is a guide to addressing the national human resource supply and demand gaps as an enabler to sustainable economic development. The framework is informed by the following principles:

- i) Commitment to inclusive economic and social transformation;
- ii) Effective and equal participation;
- iii) Ownership by all stakeholders in both the public and private sectors;
- iv) Sustainability and accountability;
- v) Strong linkages and synergies;
- vi) Citizens empowerment and non-discrimination;
- vii) Excellence in education and training, skills development and lifelong learning for all;
- viii) Effective collaboration mechanisms for human resource development planning;
- ix) A well developed and functioning labour market information system (LMIS); and
- x) Effective human resource development planning, implementation, monitoring and evaluation systems.

1.7 Users of the NHRDP Framework

Generally, the NHRDP Framework shall guide human resource development planning in the country in line with the national development priorities. As a result, the users of this framework will include all State and non-state actors at national level, sectors, Local Governments, (LGs) Ministries, Departments and Agencies (MDAs), development partners, Civil Society Organisations (CSOs), private sector, education and training institutions, employers and the general public.

1.8 Structure of the NHRDP Framework

The NHRDP Framework is structured in five chapters. Chapter one presents the background, rationale, objectives, scope, principles and users of the NHRDP Framework. Chapter two presents the existing legal, policy and regulatory framework underpinning the development of the human resource planning framework and the relevance of the NHRDP Framework in the Comprehensive National Development Planning Framework (CNDPF). Chapter three presents the elements that make up the NHRDP Framework, clearly identifying the process, linkages and timeframe for each. Chapter four highlights the implementation framework while Chapter five presents the monitoring and evaluation requirements for the framework. To enhance understanding of human resource development planning terminologies, a glossary of key terms and concepts is attached as Appendix 1.

CHAPTER TWO

THE EXISTING LEGAL, POLICY AND INSTITUTIONAL FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT PLANNING

2.1 INTRODUCTION

The following legal, policy and institutional provisions underpin human resource development planning in Uganda and thus form the first point of reference for development of the National Human Resource Development Planning Framework.

2.2 NATIONAL LEGAL AND POLICY FRAMEWORK

2.2.1 The Uganda Constitution, 1995

Article 14 of the Constitution of the Republic of Uganda on general social and economic objectives guarantees to Ugandans rights as well as opportunities and access to education, health services, work, decent shelter, adequate clothing and food security. This constitutional provision points towards the need to put in place mechanisms to ensure sustainable and inclusive human resource development and decent living for all.

2.2.2 The National Planning Authority Act, 2002

The Act provides under section 7(1) that the primary function of the Authority is to produce comprehensive and integrated development plans for the country elaborated in terms of the perspective vision and the long and medium term plans. Section 8(1) of the Act also provides that NPA shall be the national co-ordinating body of the decentralised planning system. Under Section 7(4), the Authority in the performance of its duties under this Act may compel any public body or organisation to provide any information or to do anything relevant to planning. This framework shall therefore streamline human resource development planning at national, sectoral and local government levels.

2.2.3 The Employment Act, 2006

This guarantees equality of opportunity, with a view to eliminating any discrimination in employment (Section 6). Section 2 of the Act recognises the need for the employer to take all reasonable steps to ensure that the employee is taught and acquires the knowledge and skills of that industry

by means of practical training received in the course of the employee's employment. It further provides for formal recognition that the employee has acquired the knowledge and skills intended to be acquired when the employee does so.

2.2.4 The Occupational Safety and Health Act of 2006

The Act guides the consolidation, harmonisation and updating of laws relating to occupational safety and health. Section 2 of the Act defines a competent person as that one with suitable training and sufficient knowledge, experience and skills for the performance of specific work. The Act also makes provision for adequate and appropriate training, information and instructions to ensure reasonable practical safety and health of the employees.

2.2.5 Universities and other Tertiary Institutions Act, 2001

The Act provides for establishment of the National Council for Higher Education to guide the establishment and accreditation of public and private institutions of Higher Education; to monitor, evaluate and regulate them. In co-operation with the relevant Government departments or the different institutions of Higher Education and private sector, the National Council for Higher Education, is supposed to evaluate the overall national manpower requirement and recommend solutions. The Act also provides for all policy matters relating to institutions of Higher Education and for career guidance and counselling by the institutions.

2.2.6 The Business, Technical and Vocational Education and Training (BTVET) Act, 2008

The BTVET Act provides for the promotion and coordination of business, technical, vocational education and training; establishes the principles for governing BTVET; defines the institutional framework for the promotion and coordination of BTVET; establishes the Uganda Vocational Qualifications Framework; and also provides for the financing of BTVET.

2.2.7 The Public Service Act, 2008

The Act provides for the establishment and management of the Public Service in Uganda. In this respect it provides for formulation and review of policies relating to structures, management and administration systems and the terms and conditions of service for public officers. The Act is augmented by other administrative guidelines including the Uganda Public

Service Standing Orders 2010. Section (J-a) of the Standing Orders guides on equipping public officers with competences (knowledge, skills and the right attitudes) to enable them diligently perform their duties and responsibilities and prepare them for future or higher responsibilities.

2.2.8 The Local Government Amendment Act, 2010

The Act provides that the training and qualifications of LG staff shall be determined by the Council and conform to those prescribed by Government generally. The Local Government Act also requires the Chief Administrative Officer to develop capacity for development and management of the planning function in the district. In this regard, districts are required to develop their district human resource capacity development plans in line with the guidelines provided by the NPA and the District Council within the overall Government guidelines. Districts are expected to take a broader focus to include both public and private sectors during planning processes.

2.2.9 The Government White Paper on Education (1992)

The Government White Paper was the basis for the official policy on the purpose and programmes of education in Uganda. The White Paper promotes citizenship as well as moral, ethical and spiritual values. It also aims at promoting scientific, technical and cultural knowledge, skills and attitudes; eradicating illiteracy and equipping individuals with basic skills and knowledge as well as the ability to “contribute to the building of an integrated, self-sustaining and independent national economy”.

2.2.10 The Public Service Training Policy 2006

The policy aims at building and maintaining the Public Service as an efficient, effective and professionally competent administrative machinery of Government, capable of originating and implementing Government programmes. The policy establishes committees on both training and professional development in all MDAs and LGs. It further identifies four types of training for the Public Service: Induction, performance improvement, professional development and pre-retirement training.

2.2.11 National Local Government Capacity Building Policy, 2005

The Policy aims at enhancing the human and institutional capacity of LGs for improved service delivery through increased harmonisation, coordination and management of capacity building activities in LGs.

2.2.12 The National Equal Opportunity Policy, 2006

The policy promotes equality of opportunities for all people in Uganda, irrespective of age, physical ability, health status or geographical location; in all activities, programmes, plans and policies of Government, the private sector and NGOs; and in all spheres of social, economic, political and civil life. The policy is also intended to guide and direct planning processes, resource allocation and implementation of activities.

2.3 REGIONAL AND INTERNATIONAL PLANNING FRAMEWORKS

2.3.1 The EAC Common Market Protocol, 2010

The overall objective of the EAC Common Market Protocol, 2010 is to widen and deepen cooperation among the partner States in economic and social fields for the benefit of the partner States and their citizens. Specifically, the EAC Common Market Protocol strives to accelerate the economic growth and development of the partner States through the free movement of goods, persons and labour; the rights of establishment and residence; and the free movement of services and capital.

2.3.2 Sustainable Development Goals

The Sustainable Development Goals (SDGs) provide an overarching international agenda for human resource development planning. They provide key targets for ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all. The focus is on attaining universal primary and secondary education, affordable vocational training, access to higher education and more. The SDGs also provide for ensuring healthy lives and promoting well-being for all, at all ages. This is critical for sustainable economic growth, productivity, and an employable human resource.

2.3.3 Africa Agenda 2063

The Africa Agenda 2063 presents the key aspirations that this framework seeks to maximise. Africa aspires to be a prosperous continent based on inclusive growth and sustainable development. It also aspires to be a continent whose development is people-driven, relying on the potential of African people, especially its women and youth and caring for children. For this to be realised, it requires that adequate employment opportunities are provided for the people, while dealing with jobless growth to ensure full integration of the people into the economy.

2.4 THE NATIONAL DEVELOPMENT PLANNING POLICY FRAMEWORK AND THE IMPLICATION FOR HUMAN RESOURCE DEVELOPMENT PLANNING

The overall national policy framework for development planning is provided by the Comprehensive National Development Planning Framework (CNDPF). The CNDPF is the country's strategic planning framework that presents a synchronised and holistic approach to development planning, intended to deliver long-term development aspirations for Uganda.

Each of the elements in the CNDPF has profound implications for human resource (HR) development planning. A 30-year shared national vision guides the development agenda for the country by articulating long term aspirations and projections about the desired future. This is implemented through three 10-year National Development Plans and six 5-year National Development Plans. These are implemented through sectoral plans and budgets as illustrated in Appendix 2.

Throughout the Vision 2040 period, these plans are based on prioritisation of opportunities and fundamentals that will maximise Uganda's growth towards realising desired income targets. In view of this, the country must thus position her human resources to support the harnessing of the priority opportunities and strengthening of the selected fundamentals through broad-based strategies for maximising the employment of Ugandans.

The underlying focus of the framework is to ensure that country's HR is well-educated, healthy, skilled and competitive on the continent; underpinned by science, technology and innovation for a knowledge-based society. Through the different HR development planning initiatives at all the levels, the national planning policy framework will also support the integration of commitments and obligations as expressed in international and regional planning frameworks including the SDGs.

2.5 SUMMARY

The provisions underpinning the importance of HR development planning have been identified in existing laws, policies, guidelines, instruments and regulations at national, regional and international levels. The relevant sections of the legal and policy frameworks identified were mostly sectoral and institutional in nature, with a few general ones lacking adequate depth. Nonetheless, all the identified provisions point to the need for a well-balanced country's HR able to contribute to the development of the country. To support further harmonisation of the existing legal, policy and regulatory frameworks for HR development planning, a coordinated national planning framework shall streamline stakeholders' actions at all levels with a view to harmonising the planning and development of HR. This framework rallies the different policy, legal and regulatory provisions as well as all stakeholder actions on HR development towards the national development priorities. The framework will be an integral part of the Comprehensive National Development Planning Framework (CNDPF).

CHAPTER THREE

KEY ELEMENTS OF THE NATIONAL HUMAN RESOURCE DEVELOPMENT PLANNING FRAMEWORK

3.1 INTRODUCTION

The National Human Resource Development Planning agenda for Uganda shall follow the Comprehensive National Development Planning Framework (CNDPF) and will be implemented through (6) principal elements namely: The 30-year National Human Resource Development Strategy (NHRDS); 10-year National Human Resource Plans (NHRP); the 5-year National Human Resource Development Plans (NHRDP); 5-year Sectoral Human Resource Development Plans (SHRDP); annual plans and budgets.

These elements of the NHRDP framework as illustrated in Figure 1 shall be complementary to the elements of the CNDPF. Therefore, the National Development Plans shall be complete with attachment of the relevant HR Development Plans at all levels.

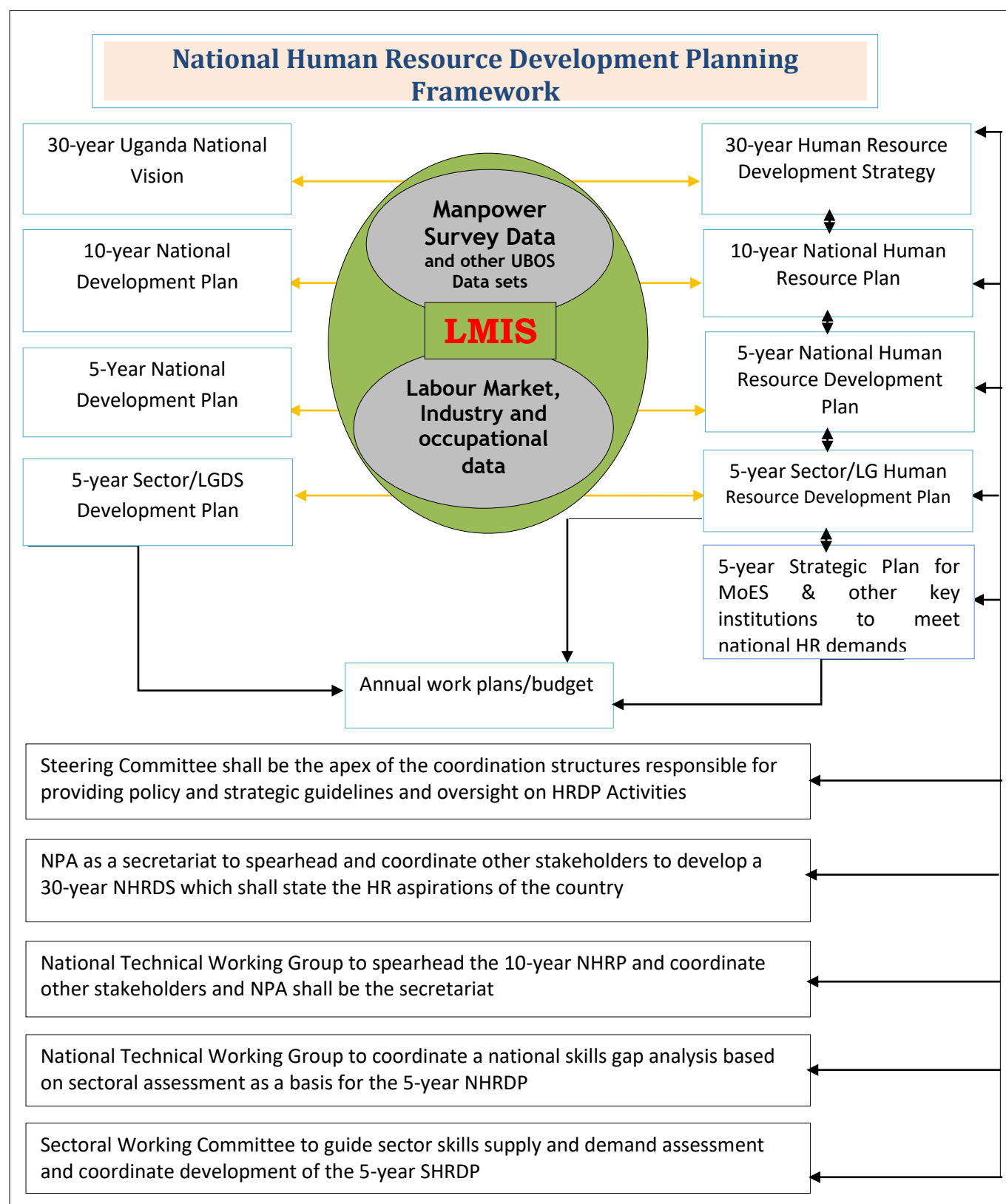
The Labour Market Information System (LMIS) remains a critical reinforcing component for all the elements of this framework. Other policy and legal frameworks may be developed/reviewed to support the operationalisation of this framework. These may include: The National Human Resource Development Policy; and the National Content Policy, relevant laws and regulations among others.

3.2 The 30-Year National Human Resource Development Strategy

The 30-year National Human Resource Development Strategy (NHRDS) sets long-term aspirations and targets for attaining the desired human resource of the country. As the economy sets long-term aspirations through the 30-year vision across all the sectors, the guidance on the implications on the required human resource needs will be of paramount importance. This strategy shall set the agenda over the long-term period for HR development so as to ensure adequate integration and alignment of human resource needs to the long-term national development objectives.

Thus the NHRDS shall set long-term HR development goals and targets that are necessary to drive the economy towards realising the aspirations in the national vision for increased productivity, increased competitiveness and sustainable economic growth. The strategy will act as a long-term perspective plan towards achieving a modern and prosperous nation led by its citizens.

Figure 1: The NHRDP Framework



3.3 THE 10-YEAR NATIONAL HUMAN RESOURCE PLAN

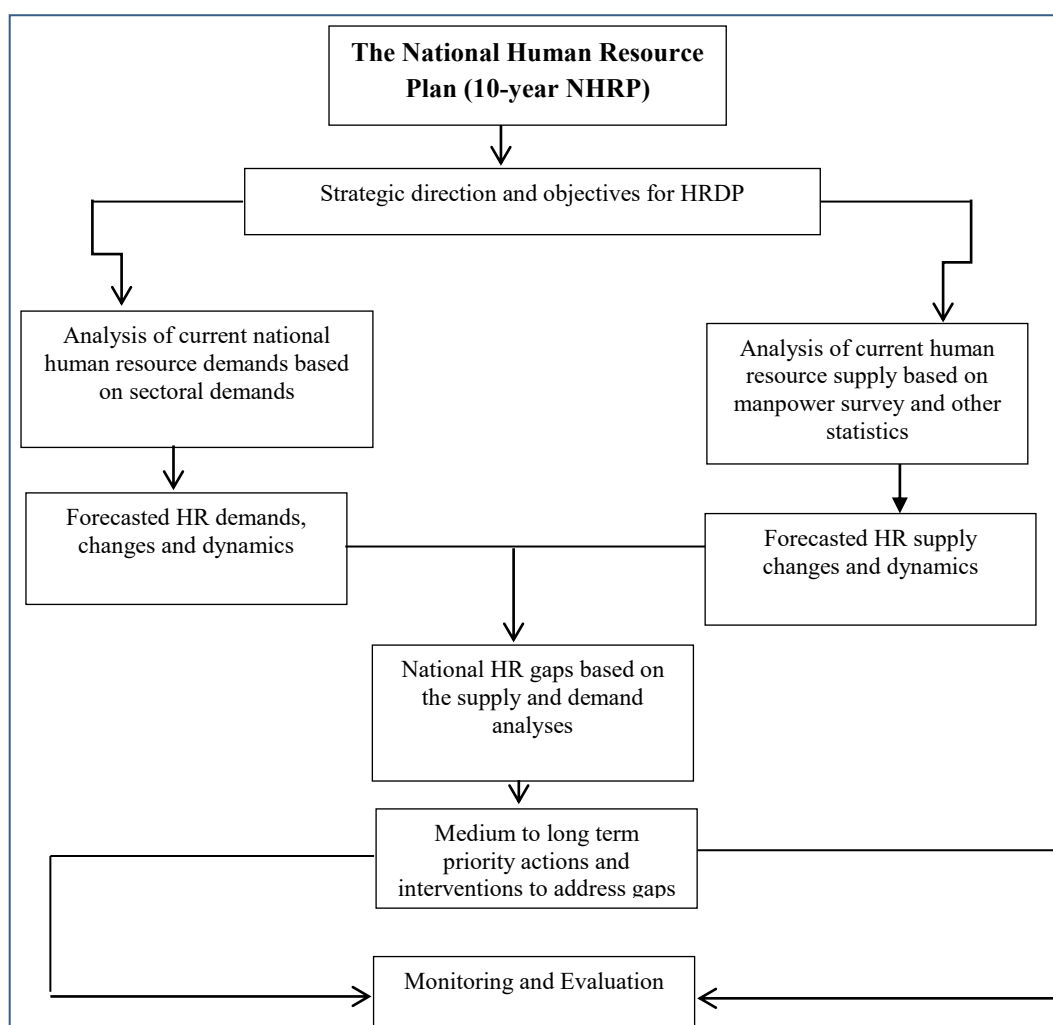
To operationalise the 30-year NHRDS, three 10-year NHRPs shall be developed as illustrated in Figure 1. The 10-year NHRP shall provide the strategic direction and interventions for sustainable HR development guided by the trends in HR supply and demand. The plan shall consist of medium to long term priority interventions for the key catalytic areas of the economy and shall serve as the basis for alignment of HR needs to the national development agenda.

The NHRP shall provide strategic interventions and a roadmap to respond to the structural skills mismatches and prioritise critical occupational skills under the various occupational categories and industries. This will also form a basis for the 5-year targets identified along key strategic priorities and objectives as well as commitment and interventions to be focused on in line with the 5-year National Development Plans (NDPs). The Plan shall also guide prioritization in line with the Long-term Expenditure Framework and shall form part of the 10-year NDP scope for assessment of budget alignment.

The plans will be subjected to mid-term reviews for purposes of ensuring that appropriate development controls and direction are maintained as well as help assess progress and keep on course.

The NHRP shall provide a strategic direction to support alignment of the education and training interventions to labour market requirements and guide the government, private sector, civic organisations and training institutions on how to target skills development in high growth and employment potential areas and thus guide on critical skills shortages to meet the current and emerging development challenges. The Plan shall produce a list of occupations in high demand and these shall guide curriculum reviews and education programmes.

The National Manpower Survey shall be carried out every five years to support development of the HR development strategies with short to medium focus and a basis for mid-term assessment of the 10-year Human Resource Plan.

Figure 2: National Human Resource Plan Formulation Process

3.4 THE 5-YEAR NATIONAL HUMAN RESOURCE DEVELOPMENT PLAN

Six 5-year National Human Resource Development Plans (NHRDP) shall be developed to operationalise the three 10-year National Human Resource Plans (NHRPs) within the 30-year Human Resource Development Strategy period. In this regard, the NHRDP may also be referred to as the National Capacity Building Plan and shall stipulate the systematic and planned strategic interventions and objectives designed to provide nationals with the necessary skills to meet current and future job demands and shall illustrate how these fit into the overall National Macro Economic Framework for the country as specified in the 5-year NDP. The 5-year NHRDP will form part of the 5-year NDP.

The plan shall specify 5-year implementable actions and medium term targets towards realising the 10-year plan goals and targets and shall form a basis for lower level HR planning within the development framework. It shall guide on the country's key skills development needs and requirements and act as a basis for rationalisation of HR development priorities of the country. The Plan shall also guide budgeting processes and shall form part of the 5-year NDP scope for assessment of budget alignment.

The plan shall help the country in the process of provision of requisite and employable human capital; promote a culture of strategic HR development within the public and private sector and support the harmonization of the national education and training system to meet the national HR needs.

The NHRDP shall also draw strategies to prepare the out of service people for adult participation; and expand the pool of Ugandan entrepreneurs, business leaders, managers and professionals who will be able to contribute to solving the skills gap in the country.

The priorities set out in the 5-year HRDP shall guide the allocation of budgetary resources and the plan will be subjected to mid and end-term reviews for purposes of tracking progress and continuous alignment to the 5-year NDP.

3.5 THE 5-YEAR SECTOR AND LG HUMAN RESOURCE DEVELOPMENT PLANS

Each sector/Local Government shall develop a SHRDP every five (5) years, which may also be referred to as a Sector/LG Workforce Skills Development Strategy and Plan. The Plan shall be an Annex to the Sector/LG Development Plan in line with the CNDPF and Sector and LG Development Planning Guidelines. To develop this plan, each sector will be required to undertake an assessment of the sector-specific HR needs and therein phase out medium term interventions towards realising the required human resource for each sector.

Sectors HR requirements will also guide the prioritisation and development of the 5-year LGs HR Development Plans. In addition, the Ministry of Public Service (MoPS) shall develop the HRDP for the Uganda Public Service to guide on policy and strategic interventions for human resource management in Public Service. The purpose of the SHRDP is to maximise the quantity and quality of employment opportunities for Ugandans in the different sectors by identifying existing, potential and inter-sectoral HR needs. The Plans shall also guide budgeting processes and shall form part of the 5-year NDP scope for assessment of budget alignment.

In order to achieve this, sectors shall undertake to determine the sector HR requirements, while taking a national, regional and international broader focus to quantify the number of jobs to be generated along the value chains with a focus on five years. The jobs shall be disaggregated by the required qualification level, discipline, occupational area and necessary years of experience in order to provide a detailed picture of labour requirements. The sectors shall then assess the manpower gaps by comparing their HR requirements to the levels of manpower supply in Uganda by institution-based training providers, industry-based training programmes and by the labour market pool to be provided using surveys/censuses data/information that shall be undertaken within the period.

The 5-year sectoral HR Plan shall set out the interventions required to close the sectoral human resource gap between demand and supply, detailing who is responsible for implementation and the sources of funding for each intervention. To support operationalisation of this plan, each sector may where necessary develop sector-specific national content actions and strategies to ensure maximisation of opportunities for Ugandans.

In developing these plans, sectors shall consider the value chain approach and shall undertake consultations with LGs, private sector together with other relevant stakeholders. The preparation of the SHRDP shall form part of the overall process for development of the 5-year sector development plans in line with the 5-year NHRDP and the 5-year NDP.

The SHRDP will be fundamental to the development of the 5-year strategic plans for the ministry responsible for Education and other related institutions, Ministry of Gender, Labour and Social Development (MoGLSD) and MoPS. Furthermore, the sector plans will also be the basis for legal and policy reviews, as well as the prioritisation of actions required to strengthen the labour force supply and demand requirements. More specifically, to strengthen the supply of the required labour force, the ministry responsible for education will develop a 5-year action plan to help government meet education and skills requirements on the labour market.

The MoGLSD on the other hand, through the management of LMIS, will convene stakeholders and also guide government on the labour force demand requirements of the economy.

3.6 ANNUAL WORK PLANS AND BUDGETS

The national annual work-plan/budget shall spell out the priority activities for HR development for the year and their budgetary allocations consistent with the MTEF projections. The priorities selected shall be in line with the budget strategy as articulated in the Budget Call Circular and linked to the realisation of the objectives and strategies in the 5-year National and Sector HRDPs. LGs, Ministries, Government Departments and Agencies shall be required to plan for activities towards realising the desired human resource in line with their SHRDP and the MoPS 5-year HRDP. Therefore, while developing annual work plans and budgets, all sectors, MDAs and LGs shall have regard to the national and sectoral HR development priority needs.

3.7 THE LABOUR MARKET INFORMATION SYSTEM

The Labour Market Information System (LMIS) forms an important component that reinforces all the elements of the NHRDP. The LMIS shall provide quantitative and qualitative information and intelligence on the labour market, that can assist labour market agents in making informed plans, choices, and decisions related to their business requirements, career planning, education and training, job search, recruitment, labour policies and workforce investment strategies. LMIS shall assist Government to inform labour market policies concerning: Closing the skills gap; evaluating results of labour-related policies and programs; and providing key indicators on demand and supply of labour.

A fully-fledged Labour Management Information System in MoGLSD shall have five (5) components, namely: A Job Matching Data Base, External Employment Management Information System, Internal Employment Information System, Labour Claim Information System and Labour Officer Information Sharing System. A detailed LMIS is presented in Annex 3. The MoGLSD shall be responsible for ensuring that the LMIS is operational and functional.

3.7.1 Linking the LMIS to Industry, Education and Training Institutions and Tracer Studies

The LMIS shall be linked to education and training institutions as well as employers to enable them directly and continuously input supply data as well as get information on key skills demands. Education and training institutions shall also annually undertake tracer studies to follow up on the impact of their education and training programmes as a way to get feedback to enable improvement of programmes offered.

All training institutions and institutions of higher learning shall institutionalise undertaking of tracer studies as a mandatory evaluation mechanism for their programmes. The LMIS shall be linked directly to industry/sectors so as to communicate timely their HR needs as well support their manpower sourcing processes.

CHAPTER FOUR

IMPLEMENTATION FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT PLANNING

4.1 ALIGNMENT OF THE NHRDPF WITH THE CNDPF

The National Human Resource Development Planning Framework (NHRDPF) serves to operationalise further the Comprehensive National Development Planning Framework (CNDPF). The key elements within the existing CNDPF provide for broader strategies to strengthen the country's human resources, and hence set the agenda for HR planning and development. However, the current CNDPF does not provide a clear system for cascading HR Development planning at all levels to form a basis for guiding the development of the HR given its catalytic impact for all sectors and a basis for employment creation and improved livelihood.

As such, the NHRDPF is an integral part of the CNDPF and seeks to entrench effectively, HR planning within the overall development strategies set out in the national development agenda. The elements of the HR planning framework further strengthen the CNDPF and provide mechanisms to ensure that HR planning and development is clearly prioritised at all levels of Government, in all sectors of the economy. Thus, the key focus, in this case, is to ensure that the overall development focus for the country takes adequate consideration of clear HR planning and development processes which will support employment creation and employability of all Ugandans.

4.2 HUMAN RESOURCE DEVELOPMENT PLANNING PROCESS

Human Resource Development Planning will be coordinated at three levels: National, sectoral/LG and institutional levels (MDAs) having regard to public and private sector HR requirements. Under this framework, the process for HR development planning shall be comprehensive, participatory and inclusive in terms of representation and content. The process of planning envisaged under this framework, therefore, is a mix of top-down and bottom-up approach. This approach will ensure that strategic guidance is provided at the national level, integration and implementation of human resource development planning priority concerns at Sectoral, Local Governments and MDA levels.

At national level, HR development planning shall entail the determination of long and medium term national HR development priorities in line with the Vision 2040 and the national development agenda. Determination of overall human resource priorities shall entail consultations at national, sector and LG levels. The national-level consultations shall be within the mainstream government planning process. Sectors/LGs and MDAs will carry out human resource planning under the guidance and coordination of NPA, MoES, MoGLSD, MoPS in consultation with the private sector, CSOs and development partners. The MDAs/LGs annual work plans and budgets are expected to integrate relevant sector priorities for HR development. It is envisaged that various MDAs will collaborate under the Sector Working Group (SWG) arrangement to produce Sector and MDA/LGs Human Resource Development Plans.

The NPA working with relevant bodies will be responsible for the overall coordination of HR development planning at the national level. In this arrangement, NPA will constitute the National Steering and Technical Committees (as elaborated in section 4.4.1 and 4.4.2 below) that will coordinate the planning process at the national level. The Sector Working Committees (elaborated in section 4.4.3 below) will coordinate the process for development of the SHRDPs within the mainstream of the government planning process, while the MDA/LGs planning working committees shall develop the MDA/LG HRDP.

4.2.1 Consultative process

Human Resource development planning shall be participatory and the planning process highly consultative to ensure that the ultimate products reflect consensus by the key stakeholders. The consultations will be carried out at national, sectoral, MDA and LG levels having regard to the Budget Call Circular and the Medium Term Expenditure Framework (MTEF). These consultations will involve various stakeholders including public sector, private sector, civil society, development partners and the general public.

The National Steering and Technical Committee on Human Resource Development Planning shall be created to build consensus on the key HR development agenda as well as spearhead the planning process. Consultations at sector level will be carried out through the existing sector working group (SWG) arrangements. The sector level consultations will also specifically target private sector, civil society, and development partners.

The assessments for sector HR requirements will be submitted to NPA for synthesis and integration into the NHRDP. The officers responsible for planning in respective MDAs and LGs shall be integral part of national HR development planning network.

The Cabinet and Parliament of Uganda will also be consulted through the relevant Session Committees and Parliamentary Caucuses. Local Government level consultations will be mainly carried out with the District Authorities and Municipalities as stipulated in the Local Government Act. Particularly, the NPA will work closely with the District Planners to ensure that lower LGs are consulted as well as the private sector, civil society and the general public through the existing National Policy Forum arrangements

Overall, HR development planning will be undertaken in line with the national development planning cycle and timeframes as specified in the CNDPF, the Sector and Local Government Development Planning Guidelines and the Budget Call Circular.

4.3 ENABLING POLICY, LEGAL AND REGULATORY FRAMEWORK

This NHRDPF shall be operationalised with support of the existing legal, policy and regulatory frameworks for Uganda as presented in Section two. Nonetheless, other relevant policies, laws and necessary regulations shall be developed to support the operationalisation of this framework as and when required. These shall include: The national and sectoral HR development policies, the national and sectoral local content policies, relevant national content and HR development laws and regulatory frameworks, among others. Where necessary, existing institutional frameworks to support implementation may be strengthened or new ones created with a focus on efficient and effective delivery of sustainable HR development.

4.4 INSTITUTIONAL ARRANGEMENTS, KEY STAKEHOLDER ROLES AND RESPONSIBILITIES

The roles and responsibilities of the various actors in the planning, implementation as well as monitoring and evaluation of the NHRDPF will be as follows:

i) Parliament

The Parliament shall be responsible for the final approval of NHRPs as part of the NDPs. Parliament will also provide political input and guidance during national and sectoral level consultations and monitoring of the implementation of Government programmes and projects related to the 30-year Human Resource Development Strategy; the 10-year National Human Resource Plans; and the 5-year National Human Resource Development Plans. Parliament will also pass relevant legal frameworks and systems; appropriate national resources and budgets on agreed priorities and undertake full oversight responsibility and consistence of implementation.

ii) Cabinet

The Cabinet shall be responsible for approval of the principles of the NHRPs as part of the NDPs. The Cabinet assisted by a relevant Cabinet sub-committee(s) shall: Provide policy direction and guidance on the strategic goals, aims and objectives to be pursued in the 30-year national HR development strategy and plans; grant overall approval of the principles of national HR development strategies as presented in the 5-year and 10-year NDPs; ensure that implementation of projects and programmes is done having regard to the HRDPs.

iii) The Office of the Prime Minister

The Office of the Prime Minister (OPM) is responsible for coordination and monitoring of Government business. Therefore, the key role and responsibility of the OPM under this framework will be to: Ensure coordination of the implementation of HR priority programmes and projects agreed upon within the MTEF, support the development of National HR plans and other initiatives, ensure that implementing agencies conform to the set standards and procedures; mobilise the populace for participation in the implementation of HR initiatives; and undertake monitoring of HR planning and development initiatives.

iv) The National Planning Authority

The primary function of the Authority prescribed under the NPA Act 2002 is to produce comprehensive and integrated development plans for the country, elaborated in terms of the perspective Vision, and long and medium-term plans.

Specifically, and in line with this framework the Authority shall:

- a) Coordinate the production of the 30-year NHRDS, the 10-year NHRP; and the 5-year NHRDP;
- b) Support the alignment of Sector, LGs and MDAs' HRDPs to the NHRDP;
- c) Issue guidelines for developing National, Sector and LG HR plans. NPA shall also certify and approve Sector and LG HR Plans;
- d) Design, support and implement programme to enhance capacity for HR development planning in the country;
- e) Review and analyse high priority HR planning and development issues and needs and make policy recommendations;
- f) Ensure that all national HR plans are gender and disability sensitive and should have regard to all crosscutting issues;
- g) Conduct in-depth evaluation of the impact and cost of selected HR development programmes;
- h) Advise the President on policies and strategies for HR development for Uganda;
- i) Study and publish independent assessments of key economic and social policy issues and options to increase public understanding and participation in the economic and social policy debate relating to HR planning and development. As such, NPA shall act as a think-tank to visualise the future HRPD challenges and trends in the different sectors of economy.

v) The Ministry of Finance Planning and Economic Development

The roles of MFPED in this HR development planning process will be to:

- a) Mobilise resources domestically and externally for public expenditure programmes and projects for HR planning and development;
- b) Provide the resource requirements for development, implementation, monitoring and control of the HRDP over the medium term (MTEF);
- c) Lead the process of preparing the National Budget having regard to the strategic objectives provided in the 10-year National HR Plan and the 5-year HRDP; and
- d) Ensure that sectors and MDAs/LGS annual budgets consider sectoral/MDA HR development priorities.

vi) Uganda Bureau of Statistics (UBOS)

The key functions of UBOS under this framework will be to:

- a) Undertake timely the National Manpower Survey and the production of relevant human resource statistics to facilitate the planning, review and policy development in collaboration with key stakeholders;
- b) Coordinate sectors, MDAs and LGs in the production of relevant national HR statistics
- c) Ensure timely dissemination of HR statistics for use at all levels.
- d) Provide overall guidance on the standards, concepts and definitions in data production relevant for HR planning.
- e) Ensure provision of information for all the indicators necessary for monitoring the elements of the NHRPF.

vii) The Ministry responsible for Education and Sports

The Ministry of Education and Sports (MoES) shall be responsible for development of the policy framework to ensure that the education system responds to the educational and training needs of national, sectoral and LG HR requirements. The affiliated agencies shall be responsible for implementation of the policy and will periodically consult with the relevant sectors in the process of curriculum development and quantification of the HR supply requirements.

The Ministry shall ensure that the 5-year Sector Development Plan and action plan have regard to the national HR needs and also ensure that the education sector HR development requirements are integrated into the sector plans and budgets. Therefore, the Ministry shall ensure that Government priority interventions to support formal and non-formal education and training focus on key areas of critical skills gaps. Proper scrutiny and guidance will be put in place to ensure that Government scholarships allocation is to critical skills requirements.

It is also the ministry's function to ensure regular review of the curriculum to match the changing and emerging needs of the labour market as a way to ensure continued relevance of education and training initiatives.

The Ministry in collaboration with the relevant stakeholders shall spearhead and roll out the internship and apprenticeship programme targeting young professionals in tertiary and training institutions both public and private. This is to expose students to the real work environment, experience and at the same time, to gain the knowledge through hands on observation and job execution. The internship and apprenticeship programme shall enable students develop skills in work ethics, communication and management. The key intentions of internship training are:

- a) To provide students the opportunity to test their interest in a particular career before permanent commitments are made;
- b) To develop skills in the application of theory to practical work situations;
- c) To develop skills and techniques directly applicable to their careers;
- d) To increase students' sense of responsibility and good work habits;
- e) To build the strength, teamwork spirit and self-confidence in the students' lives;
- f) To enhance the ability to improve students' creativity skills and sharing ideas;
- g) To build good communication skills with groups of workers and learn proper behavior of corporate life in the industrial sector; and
- h) To instill good moral values in student; such as, responsibility, commitment and trustworthy during their training.

viii) The Ministry responsible for Gender, Labour and Social Development

The Ministry responsible for labour administration shall provide overall oversight for the implementation of the national employment policy. Specifically, in the context of this framework, this Ministry will:

- a) Ensure that the National LMIS is fully established and operational and regularly updated;
- b) Coordinate and spearhead dialogue with key stakeholders in the utilisation, functioning and outcomes of the LMIS;
- c) Empower communities to harness their potential through skills development, labour productivity and cultural growth for sustainable and gender responsive development;
- d) Develop and operationalise the internship and apprenticeship framework;
- e) Promote decent employment opportunities and labour productivity;
- f) Enhance effective participation of communities in the development process;

- g) Enhance the resilience and productive capacity of vulnerable persons for inclusive growth;
- h) Empower youth to harness their potential and increase self-employment, productivity and competitiveness;
- i) Coordinate initiatives to ensure that soft skills and attitude building is integrated in workplaces as a way to enhance worker productivity;
- j) Promote rights, gender equality and women's empowerment through skills development processes;
- k) Reduce imbalances and improve access to opportunities for all;
- l) Implement initiatives for career guidance and talent management;
- m) Guide on implementation of workplace-based learning to ensure continuous relevance of the acquired skills.

ix) The Ministry of Public Service

The Ministry of Public Service shall:

- a) Develop, manage and administer HR policies, management systems, procedures and structures for the Public Service;
- b) Lead the development and implementation of the 5-year Human Resource Plan for the Public service;
- c) Provide policies, systems and structures that facilitate efficient and effective Public Service performance for national development and improved quality of life in Uganda;
- d) Undertake continuous assessment of the Public Service capacity building and HR needs; and
- e) Undertake in-service training to build the capacities of Public Service institutions and human resources for improved performance in public service.

x) Sectors, Local Governments, line Ministries, Departments and Agencies

Their role will be to:

- a) Undertake comprehensive sector employment and training HR needs assessments using the value chain approach to ensure maximisation of quality and gainful jobs for Ugandans;
- b) Undertake sector studies to forecast future and emerging National opportunities and the attendant HR requirements;
- c) Develop 5-year and annual sectoral HRDPs;
- d) Ensure integration of sectoral HR development priorities into MDA/LGs 5-year and annual plans and budgets;

- e) Ensure timely submission of their plans to the NPA for harmonisation with and integration in the NHRDPs in line with the NDPs.
- f) Ensure effective implementation of Sector HRDPs in their respective areas of jurisdiction;
- g) Ensure effective implementation monitoring and evaluation of the HR development plans, programmes and projects in their respective areas of jurisdiction;
- h) Prepare periodic Monitoring and Evaluation reports and submit to NPA, OPM and other relevant stakeholders;
- i) Coordinate and consult with the private sector, civil society and development partners at all levels of HR planning and development; and
- j) Provide necessary feedback to the NPA and other relevant stakeholders regarding HR planning and development.

xi) Ministry of Internal Affairs

The ministry will:

- a) Continue to ensure and maintain internal security, peace and stability; ensuring that law and order is maintained to provide a conducive environment for the country's human resource to produce at full potential.
- b) Through the National Identification and Registration Authority, create, manage, maintain and operationalise the National Identification Register. The ministry shall do this by registering all citizens of Uganda; registering non-citizens of Uganda who are lawfully residents in Uganda; and registering births and deaths to facilitate proper human resource planning and development.
- c) Regulate and facilitate the movement of people in and out of the country to keep track of the state and stock of the country's human resources. To perform this role, the Ministry with relevant stakeholders shall guide and institute a clear policy on migration; regulate the employment of immigrant labour through granting working permits to expatriate labour among others, considering the critical HR gaps and occupations in high demand identified by the National Human Resource Plan during granting of work permits to foreign labour.
- d) Register and monitor Non-Governmental Organisations.

xii) Ministry of East African Community Affairs

In line with the East African Community Common Market Protocol, which Uganda ratified in 2010, that establishes the free movement of persons, labour, the right of establishment and residence, the ministry shall regularly guide and support the development, review and communication of policy in regard to the implementation of all relevant EAC policies and protocols concerning employment and human resource development. This is considering that the EAC countries are working towards federation of the regional block and skills lacking in one country may be freely accessed by employing skilled citizens from other member countries. HR planning by one member country will lose importance as manpower gaps can be filled by employing skilled citizens from another country.

xiii) CSOs, private sector and development partners

The role of CSOs, private sector and development partners will include:

- a) Providing guidance on the key challenges of the labour market and the appropriate interventions to overcome such deficiencies;
- b) Undertaking regulation and monitoring of HR plans and actions
- c) Mobilising citizens to participate fully in HR planning and development campaigns;
- d) Undertaking policy analysis and advocacy for promoting good governance in terms of transparency, effectiveness, openness, responsiveness and accountability;
- e) Building social capital and enabling citizens to appreciate and articulate their values, beliefs, civic norms and democratic practices;
- f) Soliciting and mobilising financial resources for undertaking HR development programmes and strategies; and
- g) Providing the required training towards closing the identified HR skills gaps in the country so as to achieve the desired development goals and targets.

xiv) National Council for Higher Education (NCHE)

Overall, within the context of this framework, the NCHE shall:

- a) Ensure that institutions of higher learning design and implement education programmes that are relevant to the national skills requirements.
- b) Institute mechanism for recognising qualifications obtained in foreign countries.

- c) In consultation with NPA, MoGLSD, MoES and other relevant stakeholders evaluate the overall national manpower requirement and recommend solutions to it.
- d) Review and integrate in the curriculum of higher education institutions based on labour market needs.
- e) Ensure adequate linkage to the national LMIS to ensure continuous update of information;
- f) Ensure that, institutions of higher education integrate career guidance and counselling in their programmes;
- g) Ensure that higher education institutions undertake regular tracer studies and integrate their findings into their education and training curricula.

xv) Business, Technical and Vocational Education and Training

The BTVET Act 2008 provides for the promotion and coordination of business, technical, vocational education and training; establishes the principles for governing BTVET; defines the institutional framework for the promotion and coordination of BTVET; establishes the Uganda Vocational Qualifications Framework; and also provides for the financing of BTVET.

BTVET shall ensure that the UVQF is fully implemented, marketed and produces skills that are relevant and competitive nationally and internationally.

Through the Directorate of Industrial Training (DIT), BTVET shall institute mechanisms for the recognition of prior learning and wider certification of the informal sector competences.

4.5 COORDINATION FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT PLANNING

To enable a systematic, coordinated and guided approach to the HR development planning in line with national development agenda, a coordinated framework of key stakeholder is paramount to guarantee: a constant flow of information; commitment to HR development goals; and working partnerships on labour market supply and demand issues. To fully achieve this, the existing coordination framework under the Office of the Prime Minister shall be utilized to avoid duplication of efforts. The existing Coordination Framework comprise of the Policy Implementation Coordination Committee and the Technical Implementation Coordination Committee as illustrated in Annex 3. These committees as elaborated in the subsequent sub sections shall aid and facilitate HR development planning.

4.5.1 The National Steering Committee (NSC) / Policy Implementation Coordination Committee for Human Resource Development Planning

The National Steering Committee / Policy Implementation Coordination Committee for Human Resource Development Planning shall be the apex of the coordination structures within the existing government coordination framework. This committee shall have overall responsibility of providing policy and strategic guidance and oversight on HR development planning activities. The NPA shall provide the secretariat function of the NSC. In addition, NPA in consultation with the Policy Implementation Coordination Unit under OPM shall develop detailed ToRs for this committee.

The NSC shall ensure that appropriate consultative processes take place with key stakeholders at national level to harmonise the priority policy direction with guidance from the National Technical Working Group (NTWG) in order to avoid duplication and/ or overlap between the HRDP programmes, policies and activities. It will also ensure that reports are submitted to Cabinet.

Specifically, the NSC will be responsible for policy guidance on the following:

- a) Development and implementation of the 30-year NHRDS, 10-year NHRP, 5-year NHRDP, 5-year Sector/LG HRDP and the strategic plan for Ministry of Education and sports geared towards competitiveness and employability of nationals;
- b) Establishment of bodies such as the National Human Resource Development Fund and support mobilisation of resources for implementation of key HR development projects and programmes.
- c) Harmonised approach to monitoring and evaluation of HR planning and development initiatives.
- d) Stakeholder collaboration and coordination on both the demand and supply side, for decision making.

The NSC shall normally meet semi-annually. Additional meetings based on the emerging requirements may exceptionally be convened.

4.5.2 The National Technical Working Group (NTWG) / Technical Implementation Coordination Committee for Human Resource Development Planning

The NTWG / Technical Implementation Coordination Committee shall be a multi-sectoral Working Group. NPA in consultation with the Policy Implementation Coordination Unit under OPM shall develop detailed ToRs for this committee. It will comprise of institutional representation of key accounting officers from LGs, MDAs, development partners, civil society, non-governmental organisations (NGOs), faith-based organisations (FBOs), the private sector, academia and selected research institutions that focus on HRPD. The membership may be reviewed as and when necessary.

The NPA will be the NTWG Secretariat and shall provide the necessary strategic, administrative, technical and logistical support. The Secretariat will be strengthened with requisite capacity to implement the day to day activities arising from the stewardship and coordination.

The role of the NTWG will be to advise the NSC on strategic matters relating to HRDP and to execute decisions of the NSC. Through a consultative process the NTWG shall provide leadership in the development of the 30-year NHRDS, the 10-year NHRP and the 5-year NHRDP. The various Technical Working Sub Groups shall review technical documents related to HR planning and development.

The NTWG shall develop and review the priority action and road map for national HRDP and make recommendations to the NSC on priority Government strategic or policy issues that must be addressed for a harmonised approach. The NTWG shall also identify important current topics for discussion to enhance HR development planning in the country over the short, medium to long term. In addition, it shall provide a forum for information and knowledge sharing on national and international developments in the area of HR development planning.

The NTWG shall consider, recommend and guide the development of missing documents and updating of obsolete documents in the area of HR development planning. It shall pro-actively work to improve coordination and harmonisation of HRPD activities involving all relevant partners and sharing outcomes widely, both within the public and the private sector.

Specifically, the NTWG will spearhead the following:

- a) Development and implementation of the: 30-year NHRDS, 10-year NHRP, 5-year NHRDP with NPA as the secretariat;
- b) Establishment and operationalisation of a National HR Development initiative including projects and programmes to enhance competitiveness and employability of nationals;
- c) Harmonisation of monitoring and evaluation of HR planning and development initiatives.
- d) Spearheading stakeholder collaboration and coordination on both the demand and supply side, for decision making.
- e) Alignment of human resource development initiatives with the national, regional and international priority development agenda;
- f) Providing guidance to the NSC.

The NTWG shall hold quarterly meetings and additional ones based on the requirements of HRDP. The NTWG will as and when necessary, establish Technical Task Teams to enlist expertise needed to execute the tasks required. The composition of the task teams will be guided by the identified task /project to be undertaken.

4.5.3 Sectoral Working Committees (SWCs) and Local Government Working Committees (LGWCs)

Each sector and LG shall develop, a Sector and LG HRDP every five years. To operationalise this, each sector/LG shall use the existing coordination structure and but expand the mandate of the exiting sector/LG Budget Working Committee to guide on human resource planning and development issues with adequate representation from public and private sectors, as well as CSOs.

In this regard, the SWCs and LGWCs shall be responsible for spearheading the development and implementation of the 5-year Sector/LG HRDP and the Ministry of Education Action plan for HRD.

The SWCs and the LGWCs shall work towards a harmonised approach in order to provide a coordinated response to HRPD needs of the country in the short, medium and long-term in line with the priority areas. Sectors shall be responsible for undertaking a Sector HR needs assessment and gaps analysis along the sector value chain and thereafter develop a Sector HRDP that is consistent with the 5-year NHRDP and the NDP.

The SWCs and the LGWCs shall ensure evidence-based action to identified gaps in HR and guide prioritisation of resources where necessary, including the coordination of planning and implementation of the needs assessed. They shall work with other relevant sectors and MDAs along the value chain to ensure harmonisation and interlinkages of the prioritised HRPD needs of the country.

The Committees shall hold quarterly meetings but their frequency may be adjusted as and when the need arises, especially during the process of developing the Sector Development Plan to ensure that HR priorities are well articulated. The work of the SWCs and the LGWCs shall be guided by the Principles of the HRPF as highlighted in section 1.5 above and presented in Box 1 below in line with the Sector and LG Planning Guidelines.

Box 1: Principles of the NHRDPF

1. *Economic growth for employment creation and poverty eradication*
2. *Productive citizenship by aligning skills development with national strategies for growth and development*
3. *Economic Empowerment and Employment Equity for the citizenry*
4. *Focus on quality and relevance of education and training*
5. *Strong delivery and quality assurance systems necessary for human resource development.*
6. *A culture of excellence in skills development and lifelong learning*
7. *Effective information systems, monitoring and evaluation*
8. *Effective collaboration mechanisms for Human Resource Planning and Development*

4.5.3.1 Sector-Based Industrial Skills Training Committees

Successful HR development planning may only be realised with adequate engagement of the private sector. In this regard, each sector shall involve institutionalised Industrial Skills Training Committees that bring together public and private sector industrial players. These committees shall help to provide feedback on the HRD programmes, identify and agree on key sector human resource gaps as well as identify key policy issues relevant for strengthening industrial specific HR needs. The industrial HR needs shall be part of the overall sector human resource requirements which will be the basis for guiding on the national HR needs and interventions.

4.6 PARTNERSHIPS FOR HUMAN RESOURCE PLANNING AND DEVELOPMENT

Undertaking effective HRPD shall require effective partnership and active teamwork of a wide range of stakeholders. Stakeholders shall be involved in the HR development planning process to guarantee constant flow of information, commitment to goals, working partnerships, accountability and transparency. The process for national HR development planning shall allow continuous and dedicated collaboration and participation between and among key institutions.

The first step in improving partnership and communication with key stakeholders shall be the production of guidelines for coordinated and coherent action. In particular, mechanisms for inculcating an effective partnership approach between the various stakeholders and for ensuring strategic oversight and a relentless focus on priority HRPD actions.

The NSC and NTWC shall guide and facilitate stakeholder participation through a consultative process. As a mechanism to building strong partnerships, Memoranda of Understanding (MoU) shall be signed when required between relevant bodies responsible for HR planning and development and the education and training institutions, development partners, private sector, CSOs and any other relevant stakeholders.

4.7 CURRICULUM DEVELOPMENT INSTITUTIONS AND REGULATORY BODIES FOR EDUCATION AND TRAINING

Currently, the National Curriculum Development Centre (NCDC) develops curricula for education institutions that are assessed through Uganda National Examinations, including primary and secondary levels. Other bodies develop and review curricula for vocational and training institutions. Therefore, in the review and development of curricula, the bodies shall consider the national HR needs and ensure that the education curriculum meets the labour market needs. The National Council for Higher Education shall also ensure that courses and programmes approved for higher education institutions meet the labour market requirements.

4.8 FINANCING FOR HUMAN RESOURCE PLANNING AND DEVELOPMENT

Financing for the various HR plans as well as coordination activities shall be integrated in the national and sectoral budgets. Therefore, all elements of this framework will be funded through the Medium Term Expenditure Framework. To ensure sustainable financing, the National Steering Committee and the National Technical Working Group shall guide on viable mechanisms for financing the critical needs of HR planning and development. In addition, relevant institutional, policy and legal arrangements shall be developed and operationalised to ensure sustainable financing. These mechanisms should be engaging both the public and private sector and may require specific laws, guidelines, procedures and administrative instruments to work. Government shall ensure mobilisation of adequate financing, together with engagement of the private sector.

4.9 Implementation Roadmap

Element of the Framework	Timeframe				
	2020	2025	2030	2035	2040
NHRD Strategy	NHRDS 2020-2040				
10 Year NHR Plan	NHRP I 2019/20-2029/30			NHRP II 2030/31-2039/40	
5 Year NHRD Plan	NHRDPI	NHRDPII	NHRDPIII	NHRDPIV	
5 year Sector /LGHRD Plan/MDA/MoE Strategic plan	5 Year Sector/LG/MDA HRDPI	5 Year Sector/LG/MDA HRDPII	5 Year Sector/LG/MDA HRDPIII	5 Year Sector/LG/MDA HRDPIV	
Annual Sector /LGHRD & MDA Plan	Annual implementation plans in line with the 5years plans and expenditure framework				
LMIS	UPDATED REGULARLY & AS AND WHEN NEW DATA IS AVAILABLE				
National manpower survey	Completed NMS.	NMS 2023/24-27/28	NMS 2029/30-2034	NMS 2035-2040	

Annual work plans and budgets shall always be drawn to implement the various actions and interventions in the various HR plans.

CHAPTER FIVE

MONITORING AND EVALUATION OF HUMAN RESOURCE DEVELOPMENT PLANNING

For the attainment of the desired HR, an effective system of monitoring and evaluation (M&E) is very critical at every level of implementation. At every stage of implementing the key elements of the NHRPF, there will be a comprehensive and timely M&E interventions within the existing Government mechanisms. Therefore, specific strategies for monitoring and evaluating the HR development planning shall be developed and linked to specific operational plans. While developing the specific M&E strategies, a detailed M&E plan shall be drawn up for the various elements within a specified period (short, medium, long) of the NHRDPF.

Operational plans by activity should clearly indicate who is ultimately responsible for the various initiatives, the budget estimates, the timeline for completion, the expected outputs and outcomes, the beneficiaries and appropriate indicators. Evaluation reports should assess the impact and continuously highlight successes and failures as well as unintentional positive or negative effects. Monitoring and evaluation shall thus be based on indicators and targets of the different elements contained in this framework and according to an agreed schedule of reporting and monitoring and evaluation activities.

The NPA Act 2002 (Sections: 15, 17 and 18) mandates the NPA to submit to the Minister (in charge of NPA), from time to time, reports on the performance of ministries, sectors and LGs relevant to the implementation of approved plans. In compliance with the provisions of the Act (Section: 18:2), the NPA shall monitor the inputs and performance of ministries, sectors and LGs and periodically report to the President through the Minister in charge of NPA on the progress realised in the implementation of the various HR plans.

Each implementing institution shall develop and integrate a system for quarterly and annual reporting of specific HR initiatives within the existing reporting system. NPA and OPM will through a consultative process formulate a detailed M&E framework for monitoring the implementation of national HR plans.

Regular research shall be done to examine the quality and effectiveness of HRDP initiatives by different agencies. Efforts shall be made to ensure that HR development planning initiatives promote employment, employability and achievement of strategic goals of the nation.

Reporting on non-governmental HR planning and development activities that impact on the elements of this framework shall be enhanced. This will include the development of a clear picture of the wide range of highly commendable activities and investments related to HR planning and development undertaken in the private sector. The modalities for achieving this objective will be jointly worked out with representatives in the various committees at different levels of the implementation framework.

APPENDICES

APPENDIX 1:

GLOSSARY OF CONCEPTS AND DEFINITIONS

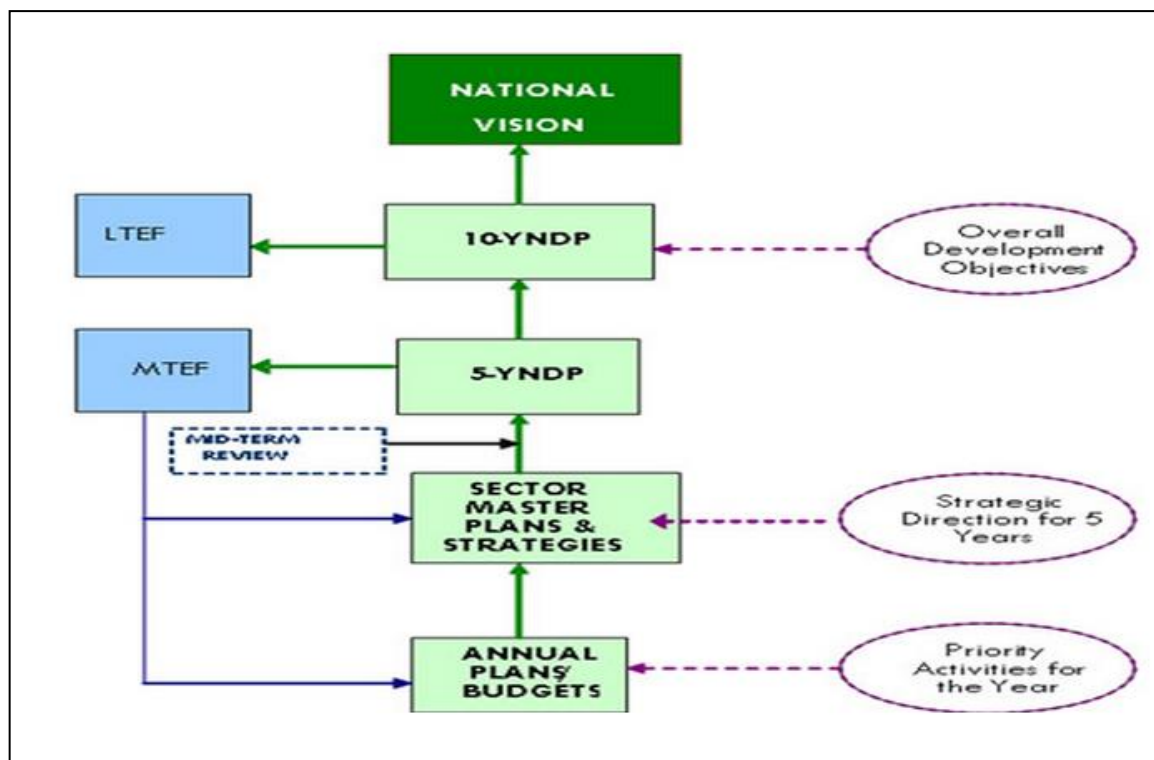
This section presents definitions and descriptions of key concepts that relate to HR planning and development. While there are a variety of concepts ranging from conventional, new and emerging terminologies in relation to HR planning and development, the section has made a case for the most relevant and widely used terminologies in the context of this framework.

1. Human resources, manpower, human capital and human investment

- i) **Human Resource** is the human potential that resides in the knowledge, skills and motivation of people with infinite capabilities and has the possibility of beneficial engagement. But the term Human resources refer to people who make up the workforce of an organisation, sector or an economy at a given point in time.
 - ii) **Manpower** is the total labourforce or total number of people above the legal working age that is either working or available for work in a country at a given point of time. It is the total labour force of a country including both men and woman at a given point of time. If at any point in time, there are more people within the legal working age bracket than available jobs, then the country is said to be facing '*Manpower Surplus*' but if there are more jobs than the available people within the legal working age, then the country is said to be facing '*Manpower deficits*'
 - iii) **Human Capital** refers to the stock of skills, knowledge and understanding gained by HR through education, training and experience embodied in the ability to perform work so as to produce economic value. From a broader perspective, human capital encompasses the character, ethics, personality and creativity of a human being.
 - iv) **Human investment** is physicality, knowledge and application channeled towards great returns for the nation towards improved productive and production returns to the economy
2. **Human Resource Planning** is a systematic arrangement to help achieve optimum use of a country's most valuable asset (human resources) by the best fit between skills requirements and the supply levels to meet the current and the future HR requirements of the nation.

3. **Human Resource Development Planning** is perspective planning of the HR taking regard of short, medium and long-term human resource demand and supply requirements and priorities.
4. **Human Resource Development** is the enhancement of human potential for competency and high performance and to build the human capital base of the country resources to achieve its desired goals and objectives.
5. **Human Resource Development Planning Framework (HRDPF)** is a guide to HR in support of the national strategic direction and planning objectives.
6. **National Human Resource Plan** refers to approved and agreed strategies, interventions and actions to ensure that the identified gaps in the country's HR are filled. The National Human Resource Plan is designed to provide a comprehensive overview of the human resource situation in the country, policy parameters and the strategic directions as well as the implementation, monitoring and evaluation frameworks for sustainable HR development.
7. **Labour Market Information System** is a labour market policy instrument that collects, evaluates and provides labour market information to both the labour supply side and the labour demand side. It is designed to reduce the information deficit on the labour market, to enhance information flow between job searchers, employers offering jobs and the institutions offering training and qualification programmes. See Appendix 3 for detailed LMIS.

APPENDIX 2: THE COMPREHENSIVE NATIONAL DEVELOPMENT PLANNING FRAMEWORK



APPENDIX 3:

LABOUR MARKET INFORMATION SYSTEM

As stated earlier, a Labour Market Information System (LMIS) is a labour market policy instrument that collects, evaluates and provides labour market information to both the labour supply side and the labour demand side designed to reduce the information deficit on the labour market, to enhance information flow between job searchers, employers offering jobs and the institutions offering training and qualification programs.

Figure 3: Optimal Labour Market

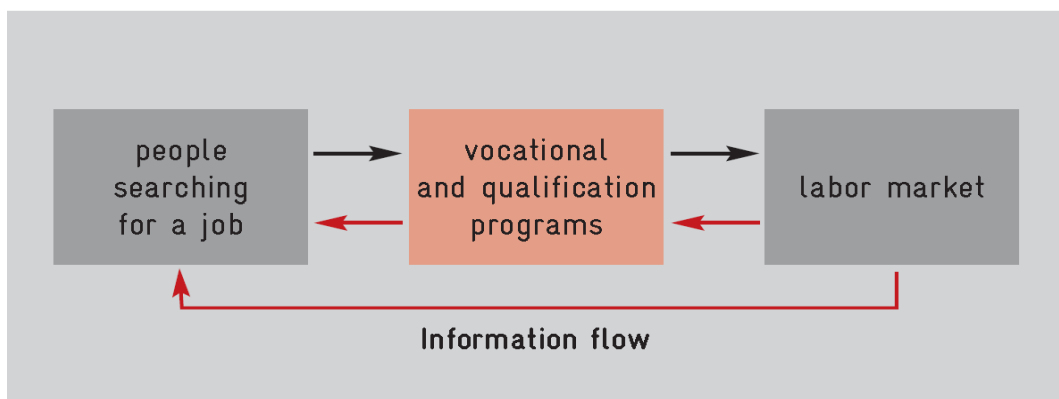
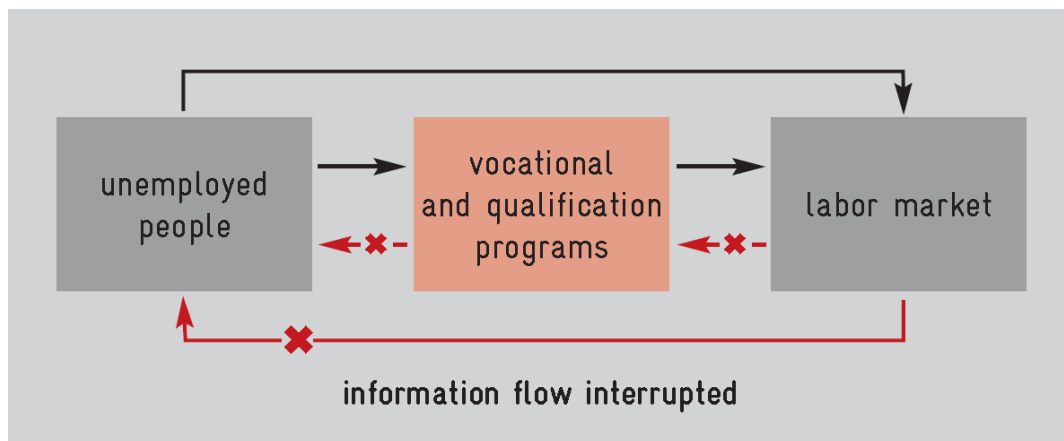


Figure 3 shows that, an optimal labour market occurs only if there is a perfect information flow between job searchers, employers offering the jobs and the education institutions that offer training and qualification.

However, with disjointed information flow (information deficit), we instead, observe a completely interrupted system that the information flow is poor and in some cases disjointed as shown in Figure 4 below.

Figure 4: Labour Market with Information deficit

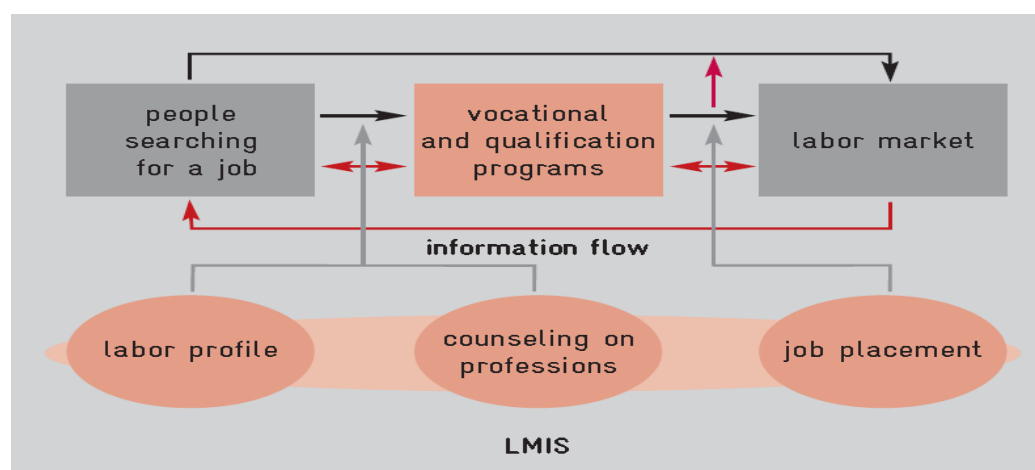


It is thus very critical to have a fully functional LMIS because:

- If people do not have information about job openings, they may remain unemployed;
- If people do not have information about professions, they may choose a profession where there is no demand for workers;
- If more persons find jobs, their income increases and therefore the general well-being of the society increases and
- If more persons make the right job choice and companies get the right workers, productivity increases.

The implementation of a LMIS can reduce the information deficit by identifying the blocked channels and providing the missing information. Figure 5 shows that a fully functional LMIS provides a labour profile, counselling of professionals and enhances job placement.

Figure 5: Functions of the Labour Market Information System

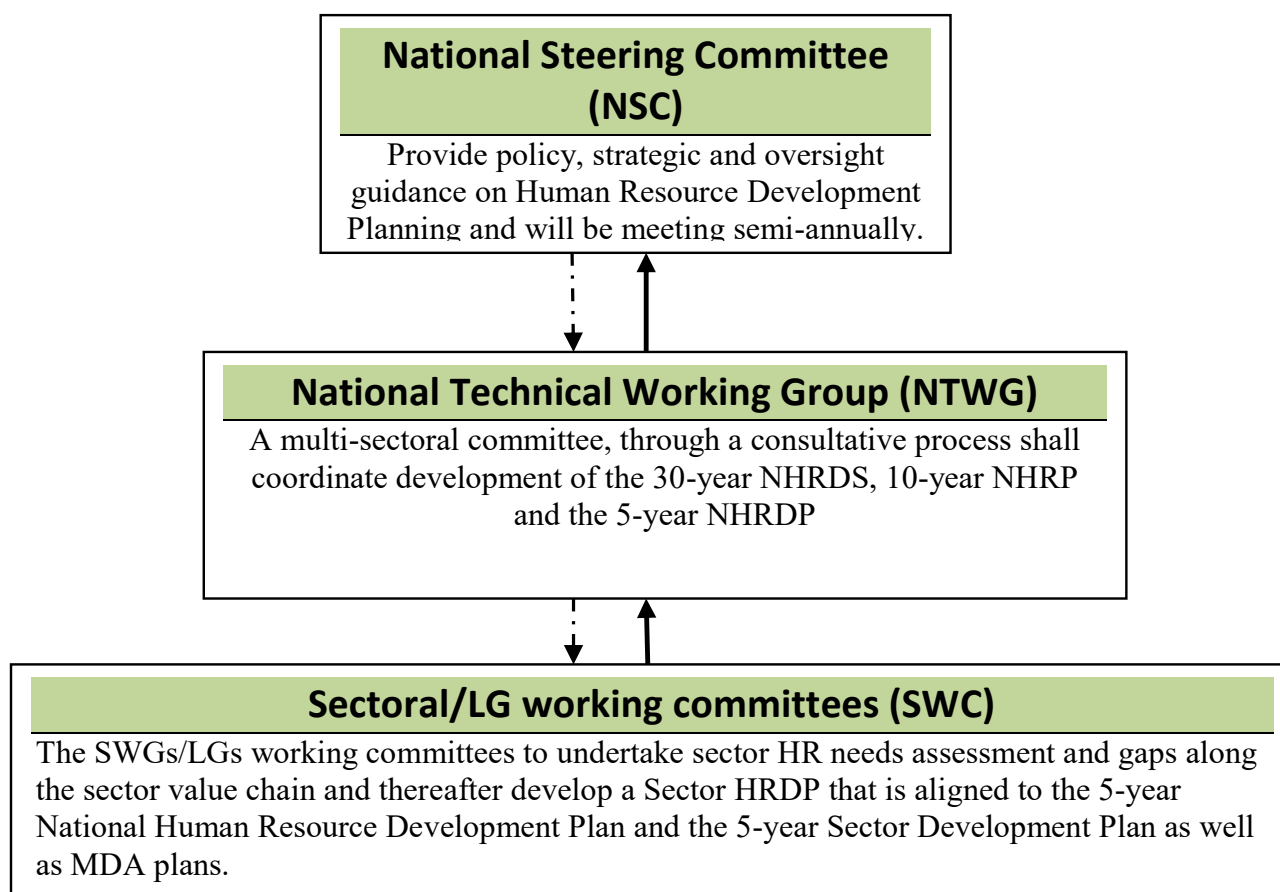


The second National Development Plan (NDP II) recognises the urgent need for timely and reliable statistics and information on labour markets in the country. Thus, a recommendation for the establishment of a Labour Market Information and Analysis System (LMIAS) has been made, as an output within the framework of Vision 2040.

The rationale for setting up the LMIAS is that, it will facilitate the collection, analysis, dissemination and use of labour market statistics and information as required for the formulation and implementation of employment-driven and poverty reduction policies and programmes/plans.

APPENDIX 4:

COORDINATION PYRAMID FOR HUMAN RESOURCE DEVELOPMENT PLANNING



APPENDIX 5: HUMAN CAPITAL DEVELOPMENT VALUE CHAIN

	1. Pregnancy to birth	2. 0 - 5 years of age	3. 6 - 12 years of age	4. 13 - 17 years of age	5. 18 - 24 years of age	6. 25 + years of age
Issues	<ul style="list-style-type: none"> High infant and maternal mortality Maternal under-nutrition 	<ul style="list-style-type: none"> High Child Mortality rate High prevalence of stunting Full Cognitive development 	<ul style="list-style-type: none"> High dropout rate Low quality of education Disease prevalence Inadequate provision of physical education Inadequate quality sports academies 	<ul style="list-style-type: none"> High dropout Early marriage Teenage pregnancy HIV/AIDS prevalence 	<ul style="list-style-type: none"> Relevance of existing curricula High HIV/AIDS prevalence Occupational hazards Youth Unemployment 	<ul style="list-style-type: none"> Low levels of practical work skills Low motivation of workers Prevalence of communicable and non-communicable diseases
	<ul style="list-style-type: none"> Planned pregnancies, reduction of HIV/AIDS Elimination of mother to child transmission Proper nutrition and sanitation practices Provision of adequate reproductive information Improve availability and accessibility of Antenatal, Safe delivery and Postnatal 	<ul style="list-style-type: none"> Birth registration Proper nutrition Promotion, prevention and treatment (PPT) Provision of safe water and sanitation Early childhood development Eliminating Domestic violence Policy and enabling 	<ul style="list-style-type: none"> Elimination of dropout Promotion, prevention and treatment (PPT) Enhance the quality of education Enhance access to inclusive education and health services 	<ul style="list-style-type: none"> Elimination of dropout Adequate reproductive sexual health information and services Improved sanitation and hygiene Increased practical and vocational training Talent development Policy and enabling environment 	<ul style="list-style-type: none"> High level of creativity and innovation Nurturing skilled, talented & High productive labour force Life skills (e.g. vocational, attitudinal, etc.) Tailor training to labour market needs. Policy and enabling environment 	<ul style="list-style-type: none"> Refresher courses in relevant skills Link schooling with labour market requirements. Reduce incidence of communicable and non-communicable diseases Improve on compensation and motivation
Actors	<ul style="list-style-type: none"> Ministry of Health LGs, MoGLSD, MAAIF, MOES Cultural Institutions CSOs MTTI Religious institutions 	<ul style="list-style-type: none"> Ministry of Health LGs, MoGLSD, MAAIF, MOES Cultural Institutions CSOs Private Sector (e.g daycare centers and kindergartens) 	<ul style="list-style-type: none"> Ministry of Health LGs, MoGLSD, MAAIF, MOES Cultural Institutions CSOs UOC Private Sector (e.g. sports academies) 	<ul style="list-style-type: none"> Ministry of Health LGs, MoGLSD, MAAIF, MOES Cultural Institutions CSOs UOC Private Sector (e.g. sports academies) 	<ul style="list-style-type: none"> Ministry of Health LGs, MoGLSD, MAAIF, MOES Cultural Institutions CSOs UOC Private Sector (e.g. sports academies) 	<ul style="list-style-type: none"> Private sector, MoH, MoES, Defence and Security



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