ANNUAL REPORT FY2015/16

Uganda
Vision 2040

December 2016

THE NPA EXECUTIVE BOARD

CHAIRPERSON: DR. KISAMBA MUGERWA

DEPUTY CHAIRPERSON: DR. ABEL J.J. RWENDEIRE

AUTHORITY MEMBERS: From L-R:

MR. ACER GODFREY OKOT, MS. MARY C. MUDUULI AND PROF. OBWOYA KINYERA SAM

EXECUTIVE DIRECTOR/SECRETARY TO THE BOARD: DR. JOSEPH MUVAWALA

CHAIRMAN'S FOREWORD

This report is produced in accordance with Section 18(1) of the National Planning Authority (NPA) Act, 2002. In order to provide an account of the implementation of the Authority's mandate, this report covers the key achievements, emerging issues and challenges faced during FY 2015/16.

The Report is based on the performance of the Authority against planned outputs and targets drawn from NPA's Ministerial Policy Statement (MPS) for FY2015/16 and the new Strategic Plan (2015/16-2019/20).

The key outputs that Authority is proud to have produced include the: Second NPA Strategic Plan (2015/16–2019/2020) ; NPA Annual Performance Report, for FY2014/15 that was tabled before Parliament; second Certificate of Compliance of the Budget for FY15/16 and presented to Parliament; Export Promotion Action Plan (2016/17 – 2020/21); Draft National Planning Regulations; Two PEC papers on: "Pre-Primary and Primary Education in Uganda: Access, Cost, Quality and Relevance", and "Revival of the National Carrier"; Readiness report on the implementation of the 2030 Global Agenda on sustainable development goals; The final draft Human Resource Planning Framework (HRPF) for Uganda; and draft five-year Public Investment Plan (PIP). In addition, in order to strengthen the human resource development function at the Authority, five (5) new Managers, four (4) Senior Officers, one (1) Officer, one (1) Assistant Officer and two (2) Drivers were recruited during the FY2015/16.

Albeit the performance above, a number of challenges continued to emerge and these include: Increased demand for technical backstopping in planning from the Executive, Legislature, Sectors, LGs, Development Partners, Private Sector, Academia and Civil Society; Inadequate office space; and Insufficient annual wage allocation to achieve 100 percent staffing levels.

The Authority is grateful for the continued financial and technical support from partners that include but not limited to: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ); The United Nations Development Programme (UNDP); European Union (EU). All these complemented the Government of Uganda (GoU) resources in the achievement of the above outlined outputs.

On behalf of NPA and on my own behalf, I wish to register my appreciation to the Executive and Legislature that have continued to provide strategic guidance to NPA. The Executive Authority also acknowledges the greatly needed support from, the Ministry of Finance Planning and Economic Development. NPA is in particular grateful to the senior Minister, Hon Matia Kasaija, and the Minister of State for Planning, Hon David Bahati for the support given. Lastly, we thank all Ministries, Departments and Agencies, the Local Governments, the NPA Expanded Board, and all key non-state actors for their continued cooperation and support.

I wish to thank all Authority Members, Management and Staff, for their contribution towards the successful execution of the NPA's mandate and for the achievements made in the financial year 2015/16.

KISAMBA MUGERWA

CHAIRPERSON, NATIONAL PLANNING AUTHORITY (NPA)

EXECUTIVE SUMMARY

This Annual Performance Report for FY2015/16 highlights the performance of the Authority drawn from the NPA Strategic Plan (2015/16 – 2019/20) and the Ministerial Policy Statement for FY15/16. It takes stock of progress made towards attainment of the strategic plan in fulfilment of its mandate and its statutory functions. In addition, it highlights on the lessons learnt, challenges encountered and emerging issues. Both activities funded by Government of Uganda budgetary resources and development partners' support are reported.

The key achievements in the FY2015/16 include the following: The final draft Human Resource Planning Framework (HRPF) for Uganda was produced; The second Certificate of Compliance of the Budget for FY15/16 was prepared and presented to Parliament; The second NPA Strategic Plan (2015/16 – 2019/2020) was produced; The NPA Annual Performance Report, for FY2014/15 was produced and tabled before Parliament; The first NPA strategic Plan was also reviewed and this informed the second strategic Plan; Technical backstopping was provided to the Uganda Bureau of Statistics (UBOS) to support finalization and dissemination of the pilot Manpower Survey; Capacity of LGs in GIS and Spatial Planning developed through supplying GIS equipment to 40 districts and training them to capture data and transform to GIS platform; Export Promotion Action Plan (2016/17 – 2020/21) was developed together with other relevant sectors; Capacity building and Technical backstopping was provided to Sectors, MDAs and LGs in development planning and M&E. A number of Strategic plans and LG Development Plans were reviewed and aligned to the NDPII.

In addition, a draft National Planning Regulations were developed with support from the First Parliamentary Council and Ministry of Justice and Constitutional Affairs; A draft NDPII popular version was produced; A draft National Development Planning Capacity Enhancement Project (NADECEP) was produced by the Authority; Two PEC papers were produced and published; The education paper was presented for debate at the 5th National Development Policy Forum (NDPF); The NDPII M&E and Implementation strategies were finalized with Human Rights indicators incorporated; A final draft National Development Report (NDR) for FY2014/15 was produced; A maiden Pulse of the Economy Report for FY2014/15 under the theme "*Uganda's macroeconomic developments and realities of Foreign Exchange Depreciation"* was produced.

Furthermore, a National Review Report on the implementation of the 2030 Global Agenda on sustainable development under SDGs framework indicating the extent of Uganda's readiness and take on the Agenda was produced; a draft five-year Public Investment Plan (PIP) project based on project ideas in the NDPII was developed; and as part of the efforts towards strengthening of management and operational capacity of NPA under the human resources development, five (5) new Managers, four (4) Senior Officers, one (1) Officer, one (1) Assistant Officer and two (2) Drivers were recruited during the FY2015/16.

The Authority despite achieving the outputs summarised above continues to face a number of challenges. These include; inadequate office space, insufficient annual wage allocation to achieve 100% staffing levels, inadequate staff capacity to meet the increased demand for technical backstopping in planning and budget constraints.

The National Planning Authority in collaboration with stakeholders at the National and LG levels, private sector and Civil Society Organisation continues to strive to deliver her development planning mandate for the country to achieve her goal of "*transforming Ugandan society from peasantry to a modern and prosperous country by 2040"*.

Table of Contents

List of Tables

List of Tables

ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
AU	African Union
APRM	African Peer Review Mechanism
FY	Financial Year
GoU	Government of Uganda
HR	Human Resource
HRD	Human Resource Development
ICT	Information and Communications Technology
KRAs	Key Results Areas
LGDP	Local Government Development Plan
M&E	Monitoring and Evaluation
MaKSPH	Makerere University School of Public Health
MDAs	Ministries, Departments and Agencies
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands, Housing and Urban Development
MoFPED	Ministry of Finance Planning and economic Development
MPS	Ministerial Policy Statement
MSDS	Minimum Service Delivery Standards
NDPII	Second National Development Plan
NEPAD	New Partnership for Africa's Development
NPA	National Planning Authority
PEC	Presidential Economic Council
SDP	Sector Development Plan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank

1.0 INTRODUCTION AND LEGAL FRAMEWORK

1.1 Background

The Constitution of the Republic of Uganda (1995) under Article 125 provides for the creation of National Planning Authority (NPA) as the principle body responsible for development planning. This is operationalized by the NPA Act 15, of 2002. 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 term and medium term plans. NPA is responsible for assessing the performance of the economy, including assessing the performance on the implementation of Plans by Ministries, Departments and Agencies (MDAs) and Local Governments (LGs). The Authority also plays the role of advising the President on development policies and programmes.

This is the first Annual Report on the second NPA Strategic Plan and the Second National Development Plan (NDPII, 2015/16-2019/20). This report takes stock of progress made towards attainment of the strategic plan in fulfilment of its mandate and its statutory functions.

1.2 Organization of the Authority

The National Planning Authority organizational structure is composed of the Authority and a Secretariat (figure 1.1). The Authority has a fully constituted full time Board comprising five (5) Authority Members that includes; the Chairperson, Deputy Chairperson and three (3) other Authority Members. The Secretariat is headed by an Executive Director, assisted by the Deputy Executive Director.

Figure 1.1: The NPA Board and the Executive Director

The Secretariat is currently constituted by two directorates, below which are departments with Heads. The directorates are; Directorate of Development Planning and Directorate of Research and Development Performance.

Currently the Authority has a total of 88 employees out of 157 approved positions. The key positions that are yet to be filled include that of Director of Research and Development Performance and a number of Senior Officer positions (Appendix 2). The organisational structure is guided by the NPA Strategic Plan, (2015/16-2019/20).

In order to ensure adequate think tanking, participation, harmonization and ownership in the execution of the NPA mandate, the NPA Act affiliates 15 other institutions, whose heads are ex-officio members of NPA. There are five (5) full-time Executive Authority members and the affiliated/ex-officio members constitute the Expanded Board of the Authority. The philosophy underlying this composition is to ensure a diverse high level professionalism adequate participation and a common planning platform that brings together all the key actors in the planning process. This is what makes NPA, the National "Think Tank" facility, where all stakeholders are encouraged to direct their ideas and proposals for critical in-depth analysis, consensus-building and mainstreaming into the overall national vision and development strategies.

2.0 VISION, MISSION, OBJECTIVES AND KEY OUTPUTS OF THE AUTHORITY

The NPA strategic direction for the next five years (2015/16-2019/20) is informed by the NPA Strategic Plan (2015/16-2019/20) whose theme is to "Consolidate Development Planning Capacity" after repositioning NPA to execute its mandate effectively and efficiently" during the previous period as depicted in Figure 2.1. By 2040, NPA envisions to become a global centre of excellence for development planning propelling socio-economic transformation through consolidation and harnessing gains from the previous strategic plans.
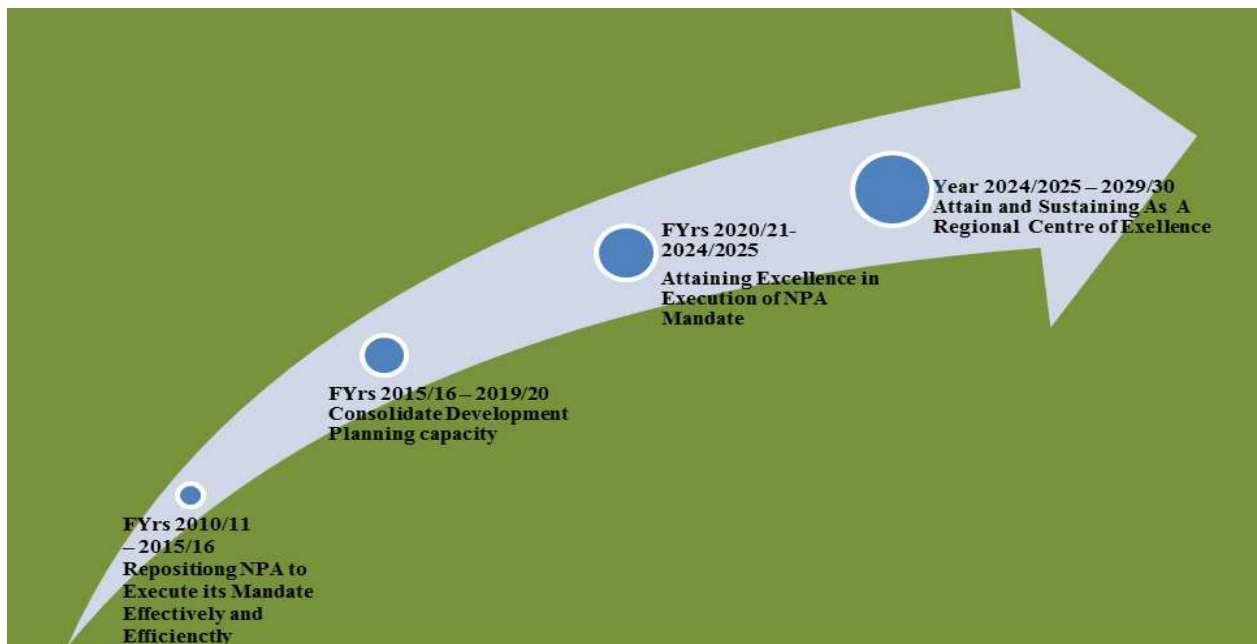
Figure 2.1: The NPA Strategic Focus

The Authority's **Vision** is: "To be the institution for national development planning, propelling sustainable socio-economic transformation of Uganda".

The Authority's **Goal** is: "To be a repositioned Authority that effectively and efficiently undertakes national development planning".

The Authority's **Mission** is: "To produce comprehensive and integrated development plans and provide evidence based public policy guidance for Uganda".

The NPA's corporate culture and conduct are grounded on five principal **values** namely; professionalism, innovation, team work, partnership and integrity.

2.1 NPA STRATEGIC PLAN (2015/16-2019/20)

The strategic plan aspires to achieve five strategic objectives for the next five years that include:

I.   To strengthen and establish additional systems for comprehensive, participatory and inclusive integrated development plans and frameworks;

II.   To Strengthen Research for provision of Evidence-Based Public Policy Advice;

III. To monitor and evaluate the effectiveness and impact of development policies, plans, programmes, and performance of the economy;

IV.   To Strengthen the capacity of the Authority to effectively and efficiently deliver its mandate;

V.   To develop and promote networks, collaboration, and partnerships for innovative development planning.

The strategic objectives outlined above are intended to achieve the following KRAs and outputs over the Plan period.

i.   Functional and robust development planning system and frameworks

ii.   Efficient and effective development policy research framework

iii. Functional development planning M&E system

iv.   Efficient and effective institutional performance

v.   Development planning strategic partnerships

2.2 KEY OUTPUTS OF THE AUTHORITY

The planned outputs for the FY2015/16 as outlined in the strategic plan are as follows:

i. Functional and robust development planning system and frameworks
- National human resource planning framework
- Develop and review crosscutting issues guidelines
- Support the preparation of district spatial plans
- Establish functional GIS to support national development planning at NPA
- Develop export development action plan, green growth strategy, nutrition action plan, key determinants of health and facilitate sector dialogue.
- Guide the development of SDPs, LGDPs, public institution plans
- Support the preparation of the national budget
- Develop planning guidelines
- Develop popular version of plans including translated versions
- Information Education communication (IEC) strategy
- Capacity building project developed and implemented
- Sector/ agency review plan reports
- Quality assurance reports for sectors/MDAs, Budget framework papers, MPSs/AWPs
- Certificate of Compliance of the annual budget of the previous years issued
- Local government review plan report
- Quality assurance reports for LGs BFPs
- Annual planner's forum

- Development planning ICT supported systems

ii. Efficient and effective development policy research framework
- NDP research agenda developed
- NDP relevant policy papers produced annually
- PEC papers produced and published
- Public forums organised

iii. Functional development planning M&E system
- Functional NDP M&E systems and frameworks
- Service and service delivery standards
- Baseline data for monitoring and evaluation of NDPII
- NDPI end evaluation
- National development reports produced and disseminated
- Appraisal reports to the development committee/MoFPED
- Five-year PIP and PIP progress reports
- NDPII, sector and private sector annual review forums.

iv. Efficient and effective institutional performance
- Annual and quarterly departmental work plans, budgets and procurement plans.
- NPA annual corporate report
- Ministerial policy statement, annual and quarterly progress reviews
- Strategic plan performance review reports
- Human resource needs assessment report
- Updated job descriptions, person specifications and competencies for all positions
- Additional staff recruited and NPA recruitment plan
- Effective performance management systems
- Professional and soft skills training
- Review salary in line with maintaining staff rotation
- Functional saving schemes
- Functional IT platform
- Financial audit reports, final accounts, asset register, board of survey report
- Functional ICT equipment and facilities
- Integrated MIS
- Functional ICT network
- Furniture and fittings, office equipment, furnishing and motor vehicles
- Functional fleet
- NPA house remodelled

v. Development planning strategic partnerships
- Development planning informed by best practices and regional commitments and initiative
- Collaboration frameworks on capacity building and development planning
- International development agenda integrated in SDPs, LGDPs
- Report on dialogues

3.0   NPA PERFORMANCE DURING FY2015/16

The NPA Ministerial Policy Statement (MPS), Annual Work Plan and Budget operationalize the Strategic Plan. The outputs informing this report are therefore derived from the FY2015/16-2019/20 Strategic Plan and the MPS. The achievements under each of the Strategic Objectives are outlined in the sections below:

3.1   Strategic Objective 1

To strengthen and establish additional systems for comprehensive, participatory and inclusive integrated development plans and frameworks

NPA continued to deliver on its core function of coordinating and harmonizing development planning in the country. During the FY2015/16, a number of major planning frameworks, instruments and guidelines were developed as outlined below:

3.1.1 National human resource planning framework

In FY 2015/16, the Authority produced the final draft Human Resource Planning Framework (HRPF) for Uganda. The main purpose of this framework is to provide a holistic and integrated approach to human resource development planning of the country and also provide a framework to streamline multi-stakeholder actions at all levels within the overall national development agenda. The HRPF seeks to provide strategic guidance to support effective Human Resource Development planning and address critical concerns which include among others:

i)   Skills mismatch; This is due to the increasing number of graduates at all levels and drop outs which are out of proportion to; the absorption capacity, and needs of the economy. Currently there is also limited linkage between the suppliers of laborforce at all levels and the workforce demand from the different sectors of the economy;

ii) Data inadequacy; The Country lacks up to date information about its human resources which is exacerbated by lack of a well-developed labour market information and data system for capturing and guiding planning and projecting trends at national, regional and global levels;

iii) Lack of clear human resource development planning coordination and policy frameworks to streamline and rally a wide range of stakeholder interventions to the overall national strategy,

iv) Unharnessed demographic dividend; The economy is experiencing an increasing number of young people joining the active population every year in relation to existing number of people of the working age due to high population growth. 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 followed by Government to ensure that, the right laborforce 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.

During FY 2016/17, the Authority will undertake consultations and disseminate the framework at National, Sectoral and Local Government levels. The finalised framework will form the basis for integration and alignment of the human resource issues at all levels and also guide on priority areas of focus towards planning and development of the Country's Human Resource.

3.1.2 Support to the National Manpower Survey of Uganda

NPA provided technical backstopping to the Uganda Bureau of Statistics (UBOS) to support finalization and dissemination of the pilot manpower survey. The Uganda National Manpower Survey (MAPU) is part of the East African Community (EAC) initiatives implemented in all the 5 EAC Partner States aimed at taking stock of the existing manpower, the characteristics as well as identify the gaps to guide sustainable human resources planning and development. Overall, five modules will be undertaken throughout the process which include; Employers' (Formal and Informal); Employees; Survey of Education Institutions; Unemployment; and Diaspora module. Once finalized, the results of the Manpower Survey will formulate a baseline that will support preparation of the National Human Resource Plan. Currently NPA is supporting the implementation of the main survey whose results are expected by December 2016.

3.1.3 Establish functional GIS to support national development planning at NPA

During FY2015/16, the Authority developed capacity of Local Governments in GIS and spatial planning through supplying GIS equipment to 40 districts and training them on how to capture data and transport to GIS platform. However, no support was extended to LGs on the preparation of district spatial plans.

3.1.4 Develop export development action plan, green growth strategy, nutrition action plan, key determinants of health and facilitate sector dialogue

The Authority together with other relevant sectors developed the Export Promotion Action Plan (2016/17-2010/21). This was in response to addressing one of the NDPII's development strategy of export oriented growth. Indeed, in the FY2016/17 the agriculture sector budget and other export oriented institutions had their budgets upped for pursuing this strategy. In addition, an agricultural input supply model is also being developed. Other institutions supported include; Kampala Capital City Authority (KCCA); UDC; Technical sub-committee of the development committee's activities.

3.1.5 Guide the development of SDPs, LGDPs, and public institution plans

During the FY 2015/16, the authority continued to offer capacity building and technical back stopping in development planning among sectors, LGs and other institutions especially as they prepare their development plans and strategic plans. A number of LGs and Sectors received training during the FY2015/16. Cumulatively, a total of 76 districts and municipalities and 51 MDAs had been trained on the use and application of the Planning Guidelines by end of second quarter of the financial year. In addition, Local Government and Sector Planners were oriented on the use of Nutrition and Gender Planning Guidelines.

In FY2015/16, a total of 21 Local Governments were trained on the use of Local Government Development Planning Guidelines with support from development partners, particularly UNDP, these included; Bundibugyo, Kamuli, Kasese, Isingiro, Budaka, Lyantonde, Buyende, Kween, Namayingo, Tororo, Rakai, Kalangala, Kalungu, Bukwo, Gomba, Kaberamaido, Manafwa, Ntungamo, Rukungri, Sironko and Kisoro. The target participants for these training meetings mainly included; Heads of Departments at HLG level, planning unit staff, sub-county chiefs/Assistant Town Clerks and Community Development officers (CDOs)/ Town Agents. It was envisaged that after the comprehensive training, the targeted LG officers would: Be able to train Lower Local Governments (LLGs) and the other fellow staff that had not participated in the training; Be able to mentor or technical backstop LLGs that have capacity gaps; and Form resource pools for future Local Government planning activities in the trained local governments. However, it is important to note that 23 new LGs (4 districts and 19 MCs) have been created and are now operational. These LGs will need to be supported to develop their LGDPs during FY 2016/17.

Figure 3.1: Training workshops for Bukwo, Manafwa, Kaberamaido & Sironko Districts

In addition, the Authority supported a number of MDAs and LG in developing their strategic and Local Government plans. The institutions supported include; Ministry of Public Service, the Judiciary and the Uganda Law Reform Commission. The Authority mainstreamed the cross cutting issues in Sector and LG Development Plans however, no cross cutting issues guidelines were reviewed as planned during the FY2015/16.

3.1.6 Support to the preparation of the national budget

In FY2015/16, the Authority supported the development of the Budget Strategy for the FY2016/17 to inform the second year of implementation of the Second National Development-Plan (NDPII). The FY2016/17 Budget Strategy was majorly a continuation of the budget

strategy for the FY 2015/16 while taking into account the emerging challenges in order to enhance the implementation of NDPII.

3.1.7 Develop planning guidelines

The draft National Development Planning Regulations were developed in conjunction with the First Parliamentary Counsel and key stakeholders. The objective of these regulations is to provide for the preparation and development of national, Sector, MDA and LGs plans in an integrated manner. Development of the regulations is expected to be completed during FY2016/17. In addition, preparation of the guidelines for integration of Physical and Spatial Planning in development plans (LGDPs and SDPs) is ongoing.

3.1.8 Develop popular version of plans including translated versions

In the effort to popularize the NDPII, the Authority embarked on the development of a Popular Version. A draft has been produced and will be finalized during FY2016/17. The NDPII popular version will be translated into six (6) major languages namely; Ateso, Kiswahili, Luganda, Lugbara, Luo, and Runyakitara.

3.1.9 Information Education and Communications (IEC) Strategy

The Authority developed a draft IEC strategy in FY2015/16 as part of the strategic plan. While implementing the Strategy, various initiatives were executed to enhance the visibility of the Authority and disseminate its key outputs particularly the Uganda Vision 2040 and the NDPII. These included; print and electronic media campaigns, press conferences, media management and networks developed, printing and distribution of publicity materials, Vision 2040 popular version disseminated, sensitization workshops for MDAs organised, National Development Policy Forums publicized, social media platforms such as the website, twitter and face book used and advocacy.

NPA also partnered with the Ministry of Education, Science, Technology and Sports to popularize the Uganda Vision 2040 in all Secondary schools through Music, Dance & Drama. In addition, the Authority also partnered with various MDAs, private institutions and civil society organisations to disseminate the Uganda Vision 2040. However, the full implementation of the IEC Strategy has been hampered by constraints in manpower and financial resources.

3.1.10 Capacity building project developed and implemented

In FY2015/16, a draft National Development Planning Capacity Enhancement Project (NDPCEP) was produced by the Authority. The aim of NDPCEP is to equip development planners with specialized practical skills and an enabling work environment to effectively perform their roles for national development and the overall impact of the project will be, improved national and sub national development planning capacity for effective and efficient allocation and utilization of resources.

NDPCEP has three specific objectives and encompasses six components. The objectives are: (i) to strengthen human resource capacity for development planning; (ii) to strengthen the institutional capacity for development planning at national, and decentralized levels (iii) to establish and or strengthen a steady supply of skilled development planners through apprenticeship and certification programmes. These objectives will be achieved through the implementation of the following project components: (i) Human Resource Capacity Enhancement; (ii)Institutional Capacity Enhancement, (iii) Participatory Development Planning Enhancement (iv) Certification of Development Planners; (v) Apprenticeship Programme; (vi) Project Support and Management.

The strategic outputs of the project include: enhanced human resource capacity for development planning; enhanced institutional capacity for development planning; professional development planners' supply pool established and or strengthened. These are expected to translate into an outcome of championing pragmatic development planning at all levels and sustainable delivery of planning and advisory services. The project document now awaits validation by the key external stakeholders and holding a project financing conference for the potential financiers.

3.1.11 Planning Capacity Building Project Preparation

In order to build capacity for conducting national macroeconomic analysis for planning, the Authority conducted an internal needs assessment aimed at identifying and establishing the skills gap in the area of macroeconomic modelling over the next four years. The Authority identified the following as key areas in which capacity building is required: disaggregating the Social Accounting Matrix (SAM); Computable General Equilibrium (CGE) Modelling; and Macroeconomic modelling.

The project will ensure that the Authority delivers the following outputs in the medium term; (i) Models and projections that translate the National Vision 2040 targets into ten (10), five (5) and annual macroeconomic targets; (ii) Guidelines and tools for alignment of the medium term macroeconomic strategy and medium-term fiscal framework paper (BFPs) and the annual budget documents; (iii) Consensus on macroeconomic forecasts within the macroeconomic institutional framework; (iv) Dis-aggregated Data Sets (SAM and Time Series) for the analysis of policy impacts, disparities and inclusive development; and (v) Analytical Reports (Real, Fiscal, International Trade and Finance, and Monetary) of the Links between the Medium-term Macroeconomic Strategy, and Performance and State of the Economy.

3.1.12 Sector / Agency review plan reports

In FY2015/16, the Authority reviewed and aligned a number of Strategic Plans to the NDPII and issued certificates acknowledging alignment of the respective plans to NDPII. The sectors include; Health, Education, Agriculture, Tourism, Water and Environment, ICT, Public Administration, Accountability, JLOS and Social Development. The MDAs include; Free Zones Authority, Uganda Police Force, Uganda Export Promotion Board, Uganda Coffee Development Authority, National Forestry Authority, Uganda National Bureau of Standards, Directorate of

Ethics and Integrity, Uganda Investment Authority and Directorate of Citizenship and Immigration Control.

Others are; National Medical Stores, Mbale Referral Hospital and Muni University, Uganda National Examinations Board (UNEB) and Equal Opportunity Commission (EOC).

3.1.13 Certificate of Compliance

According to sections 13(6) and 13(7) of the PFM Act, 2015, NPA is required to issue a Certificate of Compliance of the annual budget of the previous financial year to accompany the annual budget for next financial year. NPA developed a Compliance Assessment Framework to guide the assessment of compliance of the annual budget of the FY2015/16. The Certificate of Compliance for the Annual Budget for FY 2015/16 was issued as required by law based on the Compliance Assessment Report. The overall purpose of the Certificate of Compliance is to strengthen planning processes by ensuring complete consistency and alignment in the national planning framework right from setting of the strategic vision and focus to budgeting for the NDP and implementing as planned.

Figure 3.2: Members of the NPA Expanded Board speaking during the review of the draft Certificate of Compliance at NPA Conference Hall

The compliance assessment was undertaken at macro level of compliance of the National Budget and National Budget Framework Paper to the National Development Plan. The assessment further looked at the compliance and alignment of MDAs (Strategic Plans), Sectors (SDPs) and budgets to the NDPII. The key finding was that only three (3) sectors had the SDPs aligned to the NDP and eight (8) had partially aligned to the NDPII. Given these findings, NPA embarked on empowering and building capacity of sectors and MDAs to produce strategic plans in line with the NDP2.

LG review plan report: The Authority received and reviewed 91 out of 133 draft Local Government Development Plans (LGDPs) i.e. 75 Districts and 16 Municipal Councils. A feedback was issued to the respective Local Governments for finalization. A total of 42 LGs (36 districts and 6 MCs) had not submitted their draft LGDPs for review by the end of the period.

Annual planner's forum: The planner's forum was initiated in the review period with the development of the planner's association and a constitution. The Planner's association has the chairperson with representation from all the regions of the country.

3.2 Strategic Objective 2

Strengthen Provision of Evidence-Based Public Policy Advice to Inform Public Policy

In the first year of the Strategic Plan implementation, NPA continued to deliver on one of its core functions of provision of evidence based public policy advice to inform public policy. During the FY2015/16, a number of policy papers were developed public Forums held as outlined below:

3.2.1 NDP relevant policy papers produced annually

Technical Appraisal Paper for revitalization of the National Carrier for Uganda

Within the framework of Public Investment Management Systems, NPA prepared draft technical appraisal paper for revitalization of the national carrier. The need for a National Carrier for Uganda is based on: (i) the objective to enhance the country's competitiveness by reducing the cost of air transport and easing connectivity to and from Uganda; (ii) the strategy to support faster harnessing of opportunities in the economy (tourism, agriculture and minerals, oil and gas); (iii) the requirement to establish air transport infrastructure to meet the growing demand for air transport (passenger and cargo). It is expected that this will be finalized during the FY2016/17.

Produced working paper on Universal Health Coverage (UHC)

The working paper on Universal Health Coverage (UHC) is being developed for PEC that will guide policy decisions, implementation modalities, challenges and lessons in line with Sustainable Development Goals (SDGs) - goal 3 and target 3.8 as a key policy intervention in improving the health outcomes.

Analysis of Tax Revenue Mobilization in Uganda

A draft paper on the tax revenue mobilization in Uganda was developed. This paper is intended to closely examine issues constraining domestic tax revenue collections and proposes new strategies to increase the tax to GDP to around 15 percent as proposed in NDPII. The paper contributes to the literature for the pulse of the economy during FY2015/16 under the theme of enhancing domestic revenue mobilization for the realization of the middle-income status.

The National Strategy on the creation and enhancement of gainful employment in Uganda

During the year, a National Strategy on the creation and enhancement of gainful employment in Uganda was developed. The national strategy for employment creation is a holistic approach that integrates the various stakeholders' initiatives on employment creation and employability of Ugandans within the overall national development agenda. The Uganda Vision 2040 highlights employment creation as one of the key strategies of achieving the social-economic transformation and therefore sets out deliberate actions to address unemployment challenges. In addition, NDPII highlights five development priority areas of which Human Capital development is one of them and perceives Uganda's huge youthful population as a productive resource that can drive the envisaged growth and transformation.

A review of the previous strategies for employment creation has indicated that, government has implemented a number of strategies in an attempt to address national and youth unemployment. However, these had not generated the desired results due to their disjointedness and their adhoc nature.

The Strategy therefore identified short, medium and long term interventions for the creation of gainful employment as well as enhancing the employability of Ugandans. However, given that other institutions had also development related Cabinet memos, further harmonization was proposed of all existing employment creation strategies as well as mainstreaming the interventions within the relevant institutional planning, budgeting and implementation frameworks.

The major purpose of the strategy is to aggressively tackle and handle mainly the youth unemployment challenge in a comprehensive and integrated manner as well as strengthen coordination among all relevant stakeholders engaged in activities, programmes and projects aimed at generating employment opportunities.

The Cabinet Information Paper on the status of manpower planning in Uganda

Following a Cabinet request from the Minister of Finance, Planning and Economic Development, NPA prepared and submitted to Cabinet an information paper on the status of manpower planning in Uganda. The paper was prepared in consultation with the Ministries of Education, Science, Technology and Sports, Public Service and Gender, Labour and Social Development. The paper identified the available labor force, the existing skills, identified skills gaps and the future skills needs of the country. Also, the paper made key recommendations and identified clear interventions for strengthening manpower/human resource planning in Uganda.

Concept paper on formation of the Ministry of Science, Technology and Innovation

The Authority developed a concept paper that informed the formation of the Ministry of Science, Technology and Innovation, which was forwarded to the President in March 2016.

3.2.2 PEC Papers produced and published

During the FY2015/16, NPA developed and presented 2 Papers, namely (i) Papers on the revival of the National Carrier Airline; and (ii) Pre-primary and Primary Education in Uganda: Access, Cost, Quality and Relevance to the Presidential Economic Council. Preparation of a paper on Universal Health Coverage in Uganda continued. On a similar note, papers on Urban Waste Management and Policy brief on Climate Change and its impact on development were not produced as planned due to logistic challenges.

3.2.3 Public forums organised

A paper on "Pre-primary and Primary Education in Uganda: Access, Cost, Quality and Relevance" was produced and presented for debate at the 5th National Development Policy Forum (NDPF) on the 29th July, 2016. The NDPF is a platform created by NPA for the public to debate development issues unreservedly, all inclined to the implementation of the Uganda Vision 2040. The 5th NDPF was organized in partnership with World Bank, and UNICEF. As a result, a Cabinet Memo was prepared highlighting the following key policy issues:

I. Early Childhood Development (which includes pre-primary and primary education) is vital in a child's physical, mental and psycho-social development. It determines the educational outcomes in later stages of schooling;

II. Pre-Primary education, in particular, has a strong and positive impact on further learning, in primary education and beyond;

III. Despite its importance, there is currently no coordinated and coherent approach in terms of overall perspective, resource prospects, objectives and strategies for pre-primary education in Uganda;

IV. A weak policy framework, limited access and low quality constitute three main concerns of pre-primary education in Uganda;

V. At primary education level, the milestone reform that adopted Universal Primary Education (UPE) in 1997 significantly improved access to primary education in Uganda but the quality of this education is a challenge;

VI. To improve pre-primary education in Uganda, an incremental approach that deals with the fundamentals first: Policy and Regulation Plus Private Provision Only is recommended in light of budget constraints;

VII. To improve primary education outcomes in Uganda it is recommended that that interventions to address the quality challenges should focus on critical areas that include: teachers' development, management and motivation, increase capitation grant in real terms and provide school feeding.

Figure 3.3: A cross section of participants at the 6th National Policy Development Forum (NDPF) at Office of the President

3.3 Strategic Objective 3

Monitor and evaluate the effectiveness and impact of development policies, plans and programmes, and performance of the economy.

In performance of its functions, NPA continued to Monitor and evaluate the effectiveness and impact of development policies, plans and programmes and performance of the economy. During the FY2015/16, the following outputs were achieved:

3.3.1 Functional NDP M&E systems and frameworks

The Comprehensive National Development Planning Framework (NDPF) obliges the Minister responsible for planning to put in place implementation and M&E frameworks and mechanisms for the NDP and Uganda Vision 2040.

i)   NDPII Monitoring and Evaluation strategy

The Authority finalised the development of NDPII M&E strategy with participation of Sectors/MDAs and LGs and other stakeholders to guide M&E activities of both state and non-state actors at all levels. Its purposed to provide a comprehensive framework for monitoring and evaluation of the NDPII and associated projects and programs. In addition, it provides the respective roles and responsibilities of different actors as well as the main M&E events. The M&E framework provides the NDPII Higher Level Results Framework (Theme/Goal, Objectives, Key Result Areas) and the Sector Level Results Framework at the Lower level for periodic / regular and systematic tracking of progress and performance during plan implementation. Human Rights indicators based on the Human Rights Based Approach (HRBA) framework were integrated into the NDPII Results framework for periodic reporting at all levels. The framework is also the basis for reporting on progress of implementation of the NDPII. The NDPII results framework was used to inform the budget results matrix for

FY2016/17. It was also a basis for the formulation of the Programme Based Budgeting (PBB) which elevated reporting from outputs to outcomes. The new Programme Based System (PBS) which started with FY2017/18 budget replaced the Output Budgeting Tool (OBT).

ii) NDPII Implementation Strategy

In FY2015/16, the NDPII Implementation Strategy like the NDPII M&E Strategy was also finalised. The strategy's overall purpose is to enhance operationalization of the NDP by outlining specific actions, corresponding resource estimates, responsibilities, timelines and targets. Specifically, the strategy seeks to: (i) to provide a framework for implementation of the Plan (based on lessons learnt and emerging issues); and (ii) to enhance efficiency in implementation of the Plan for sustainable achievement of national goals and objectives. It comprises the results framework incorporating Human Rights indicators and creating a direct link between the Plan and the sector long term, medium term and annual plans, budgets and reporting at all levels. The strategy in addition, provides guidance on output and outcomes regarding what will be done, by whom, when and how. The implementation strategy will therefore work as a routine guide to implementation planning and target setting i.e. annualised targets are provided in the strategy by sector.

3.3.2 Service and service delivery standards

Following the draft service and service delivery standards produced in the previous financial year in five sectors of Health, Education, Environment, Housing and Physical Planning, further consultations with the respective stakeholders in the various were undertaken in FY2015/16. However, the development of the final standards was hampered by the unavailability of resources to conclude the process. The consultations further require LG input, public hearing and approval by Cabinet and Parliament.

3.3.3 Baseline data for monitoring and evaluation of NDPII

The NDPII baseline survey is required to provide the benchmark for annual assessment of progress during the Plan's implementation, mid-term review and end evaluation. The baseline data is necessary for easier assessment of impact given the set goals. During FY2015/16, a concept Note for conducting baseline survey for the NDPII was prepared, presented and approved. However, due to lack of funds, this activity was not undertaken.

3.3.4 NDPI End Evaluation

The NDP final evaluation is a requirement by the Comprehensive National Development Planning Framework (CNDPF). The End Evaluation seeks to assess the extent to which the NDP has been effective in bringing about the anticipated changes; examine factors that have proved critical in helping or hindering the planned outcomes; and draw lessons for the NDPII implementation, designing successor Plans and ensuring sustainable management of results. The proposal for undertaking the end evaluation of the NDPI was developed. This activity has however been delayed by lack of funds.

In FY2016/17, two other Evaluations are planned to be undertaken and these include; (i) UPE and (ii) Decentralization Policy. Preparation for the evaluations of both UPE and the Decentralization policy commenced during the FY2015/16. The evaluation the UPE program will assess the policy impact and provide a benchmark for informed policy action for upgrading the quality of UPE while evaluation of the decentralization reform will assess its effectiveness, implementation framework, impacts and pick lessons for strengthening the policy reform for improved service delivery and faster transformation.

3.3.5 National Development Reports produced and disseminated
(a)   National Development Report

The National Development Report (NDR) provides an update on the performance of the economy and specific progress of the NDP implementation, including performance of MDAs, LG plans, Private Sector and Civil Society based on the indicators of the Plan's goals, objectives, key result areas and interventions. The preceding NDRs for the period of the NDPI completion phase (1st four years) were laid before Parliament and disseminated to stakeholders. A draft NDR for FY2014/15 which is the last in a series of 5 NDRs to track progress of implementation of NDPI was produced. However, the report wasn't completed in time due to lack of information / data from the LGs.

(b)   Pulse of the Economy Report

NPA produced a maiden "Pulse of the Economy Report 2014/15" under the theme "*Uganda's Macroeconomic Performance and realities of Foreign Exchange Depreciation*". This report provides an assessment of the developments in the macro-economy from the perspective of development planning. In addition, analysis is made on a topical development issue of the time and hence this particular report analyzed the effects of the depreciating exchange rate.

The main maiden report set the following objectives: (i) to examine the key macroeconomic developments in the Ugandan economy; (ii) to assess the performance against the NDPI macroeconomic indicators during the FY2014/15; (iii) to demonstrate how effective management of the country's foreign exchange regime contributes to economic growth in the short and medium term; and (iv) to identify factors that influence changes in production, trade, prices and finance over the next six to twelve months.

The main message from the report was that much as the level of economic activity in the economy improved in 2014/15, it was slower than had been anticipated in NDPI signaling negative implications for meeting the NDPII overall goal of realizing middle income status by 2020. The main policy recommendation was the need to prioritize the implementation of the NDPII strategies and interventions in order to restore the country's desired path of economic performance.

(c)   Macroeconomic planning database

The Macroeconomic department identified and compiled various variables and macroeconomic indicators required for the establishment of a macroeconomic planning database. This will aid econometric modelling report writing.

3.3.6 Appraisal reports to the development committee / MoFPED

NPA is part of the Development Committee (DC) of Ministry of Finance, Planning and Economic Development (MoFPED). The committee reviews the Public Investment Plan (PIP) for consistency with the NDP and as part of finalization of the budget. However, there were no specific appraisal reports produced by NPA to the Development Committee.

3.3.7 Five-Year Public Investment Plan (PIP) and PIP progress reports

NPA in consultations with the MDAs developed a draft five-year Public Investment Plan (PIP) based on the project ideas in the Second National Development Plan. The investment plan contains project profiles of the core and sector projects that are lined up for implementation during the Plan period. The NDPII PIP will provide guidance for the Sub-committee of the Development Committee in making financing decision after feasibility studies and appraisal have been conducted. The five-year NDPII PIP will be published and disseminated during the FY2016/17 as an addendum to the NDPII.

The challenge to this output is lack of adequate capacity since only five (5) Senior Officers, have been exposed to public investment management systems. Under the national capacity development project or other initiatives, capacities will be further enhanced as NPA positions itself to take the remit of appraisals of public investments.

3.3.8 NDPII, sector and private sector annual review forums

The NDPII planned to hold Annual Review Forums to review progress on NDPII performance and to provide a platform for stakeholders at all levels to provide feedback on implementation of the Plan. However, the review forums have since not taken place due to lack of timely information flow to inform the deliberations. To avert this constraint, the Authority therefore devised a means to monitor core projects in order to inform the forums. Key projects monitored in the reporting period include the following:

i) Irrigation Schemes Core Project Monitoring

In order to enhance informed planning and decision making, monitoring visits of Government irrigation schemes took place at; Mobuku in Kasese, Doho in Buteleja, and Olwenyi in Dokolo districts. While partial rehabilitation of Mobuku and Doho had been undertaken and production was going, Olwenyi remained a bush, and part of the land has been encroached and some machinery vandalised. Mobuku Irrigation scheme was established in the colonialist top settle World War II returnees. The scheme has a total area totalling 2000 hectares with 159 farm families with 3.2 acres each

Figure 3.4: One of the renovated Water reservoir facilities at Mobuku irrigation scheme

Figure 3.5: NPA staff gesture at the Excuvator (left) before posing a for a group photo with Chairman Abassaja Kweyamba Co-operative society team at Mobuku.

Doho Rice Irrigation scheme is located in Eastern Uganda in Butaleja district, Muyaga parish, Maizimasa sub-county and East Bunyole constituency. The Scheme was established in 1975 in response to the community's outcry to curb floods and concentrate on water resilient crops such as rice. Whereas the scheme is owned by the Government, the land on which it is established belongs to the people. The Scheme was rehabilitated in 2012 following a long spell of limited functionality which was caused by a breakdown of embankments used in the control of water flow. The Scheme was rehabilitated by the Ministry of Water Environment (MWE) as the implementing agency which secured a contract worth Uganda shillings 18.9 billion. The Doho cooperative society is now caretaking rather than operating the scheme since there is no MOU that mandates it to operate the scheme.

Olwenyi Irrigation scheme was established as a nucleus farm and a training centre for knowledge transfer. As result of the insurgency that characterized the region for over a decade the operation broke down with most of the equipment either looted or vandalized. Currently the scheme is not operational; however, the out-growers are very active. Situated in Dokolo District and sitting on 270 ha of land, Olwenyi Irrigation scheme portrays a gloomy picture and represent a story of a sleeping giant.

Figure 3.6: Left: Depleting structures at Ongom Citrus scheme, Alebtong District; Right: A functional weather station at Kiige with no activities in the scheme

ii) **Revitalization of UDC**

Similarly, a field tour of four (4) selected fruit producing districts of; Kamuli, Kumi, Soroti and Alebtong were visited. The main objective of the tour was to assess the preparedness of the selected districts (LG & farmers) to supply fruits to the Soroti fruit factory and lay strategies to synergise with OWC programme.

Some of the key findings were that although the farmers were aware of the upcoming factory, they were not keen to sell unless the offer is attractive in prices. The other big challenge and likely to affect the programme is the prevalence of pests and diseases; the fruit flies and the lack of affordable pesticides to spray off the flies. The fruit infestation is a serious challenge that calls for government quick intervention for the survival of the fruit sub-sector. The other major concern is the state of some of the irrigation Government schemes.

iii) **Jinja Nile Bridge**

The Jinja Nile bridge is one key core project identified in the Uganda Vision 2040. There are different types of bridges, and the particular one being constructed at Jinja is known as the Cable Stay Bridge. It will be suspended by high strength steel cables, which are supported by pylons in the middle and anchorages at either end of the bridge, Figure 3.7.
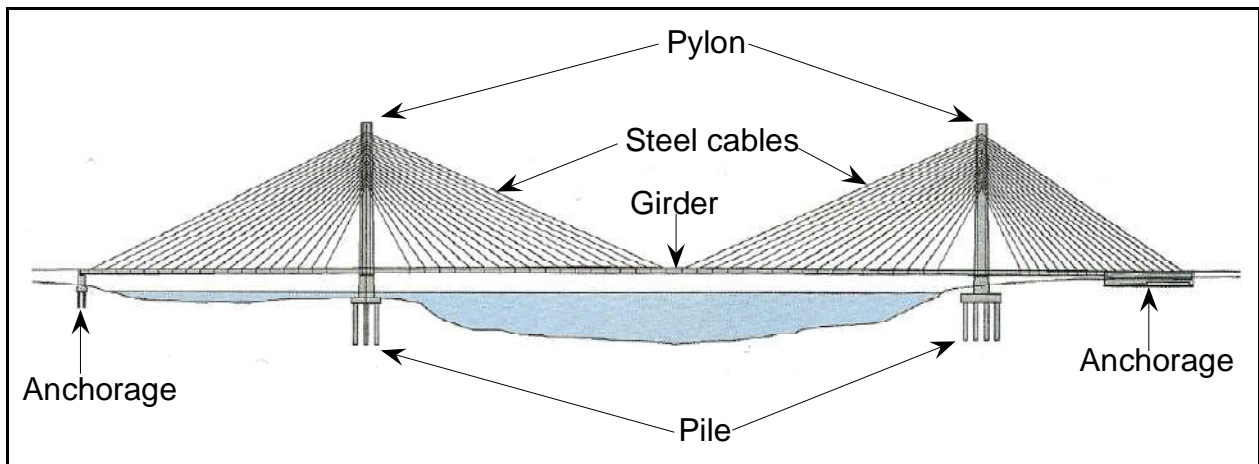
Figure 3.7: Schematic diagram of the New Nile Bridge under construction across the Nile River at Jinja

The bridge will be 525 metres long and 22.9 metres wide, four-lane dual carriageway with a 2-metre pedestrian walk way on either side or a design speed of 120 km/hr. The pile depth is 20 metres below the water surface and the pylons height is 70 metres.

At the time of the visit in April 2016, 21percent of the work had been completed yet 50 percent of the time had elapsed. The UNRA project manager attributed the seemingly slow progress to a lot of the time required to set up the required equipment to start the works and laying the foundation. The main challenge encountered during the construction was the hard rock found below the water, which was not foreseen during the feasibility study. The rocks were very hard to drill through and there were no equipment readily available in Uganda to do the work. The necessary drilling equipment had to be brought in from Japan and this also caused some delay in the works. The guided tour around the project revealed that the anchorages were almost 95 percent complete and the project manager assured the NPA team that the project would be completed on time since the works above the water level take a shorter time to accomplish.

Local content was implemented at the project and specifically:

- The iron bars (high strength steel) being used are supplied by Roofings Limited
- The cement (grade 42.5) being used is supplied by Hima Cement

Of the 400 workers that are employed by the project, 95% are Ugandans. Expatriates are brought in only if they have a rare skill lacking among the Ugandan work force.

- Local firms are among the consultants supervising the works (met on site)

Figure 3.8: Left is the pile on the Kampala side which is about 85% complete and Right is the NPA staff and the project team

3.4 Strategic Objective 4

Strengthen the capacity of the Authority to effectively and efficiently deliver its mandate.

3.4.1 Preparation of Statutory and Budget instruments (Accounts, Audits, NPA Annual Report, MPS, BFPs, and Quarterly Progress)

During FY2015/16, the Authority produced both the statutory and budget reports. The statutory reports produced include; Account, Audit and NPA annual report whereas the budget instruments included; Ministerial Policy Statement (MPS), Budget Framework Paper (BFP) and the quarterly progress reports. The end of NPA strategic plan review report was in addition produced. Subsections below provide details of the reports produced.

3.4.2 NPA annual corporate report

The NPA Annual Performance Report, for FY2014/15 was produced and tabled before parliament by the State Minister for Finance, Planning and Economic Development (Planning). The Report provides detailed account of key achievements of the Authority in the period under review; key challenges and emerging issues, major activities planned for FY2015/16, and conclusions and recommendations.

3.4.3 NPA Strategic Plan performance review report

During the FY2015/16, the first strategic plan was reviewed and the review informed the second five-year strategic plan 2015/16-2019/20 which was aligned to the country's planning framework. The strategic direction for the next five years was informed by a review of its operational context including the legal and policy context, institutional framework, the gains and gaps, emerging issues and lessons learnt. The priorities in this strategic plan seek to consolidate the achievements NPA has made, harness opportunities and address the weaknesses and challenges identified. The priorities are envisaged to take NPA to a higher performance and service delivery level. The Strategic Plan has both five Strategic Objectives and Key Result Areas (KRAs) for which this report acquires a basis for its reporting.

NPA Strategic Plan 2015/16-2019/20 was done through extensive consultations and was approved by the NPA Authority and the Minister in charge of planning. The plan is key to NPA as it gives direction to implementing activities in the next five years in line with the NDP II. It also details the funding sources and gaps.

3.4.4 Institutional Capacity Building

The reporting on Human Resource Management and development for improved efficiency for FY2015/16 is premised on some of the assumptions that were taken into consideration as success factors for the implementation of the Second NPA Strategic Plan. The assumptions referred to here include: that the staff in post and those newly recruited, were and are to be committed to their work; and NPA's ability to attract and retain the required skills as per its new mandate and responsibilities. These assumptions have been partially fulfilled and that's why NPA is on track to achieve the desired results.

The achievements were in addition possible because NPA ensured that it got the best value for money from its retained and recruited staff. Accordingly, NPA used its human resource management initiatives with limited resources to fulfil its mandate and functions. The human resource practices conducted by NPA are intended to spur innovation, improve productivity (efficiency and productivity), talent management and development.

As highlighted in the NPA strategic plan, the following outputs were planned to be achieved in the first year of its implementation. Human resource needs assessment report; updated job descriptions, person specifications and competencies for all positions; additional staff recruited and NPA recruitment plan; effective performance management systems; professional and soft skills training; review salary in line with maintaining staff rotation; and functional saving schemes. The sections below provide achievements in FY2015/16.

3.4.1.1.   Additional staff recruited and NPA recruitment Plan

Prior to 2015/16, NPA in the FY 2014/15, NPA was able to fill all the Executive Board positions and three (3) new staff positions. As a way of strengthening management, an initiative was started at NPA to recruit Volunteers, Graduate Trainees and Student Interns for the purpose of fast tracking production of outputs. This was in response to the low staffing levels of the Authority which then stood at 65 per cent as at 30th June 2015. NPA went ahead and planned to recruit 18 new staff during FY 2015/16 as indicated under table 4.3.

During FY 2015/16 NPA went into the process of recruiting ten (10) additional professional staff as part of the key vacant posts that exist in the structure (Appendix 2). Accordingly, and as part of the efforts towards strengthening of management and operational capacity of NPA, five (5) new Managers, four (4) Senior Officers, one (1) Officer, one (1) Assistant Officer and two (2) Drivers were recruited during the FY2015/16. Table 3.1 provides details of the staff recruited and those whose contracts were renewed during the period under review.

Table 3. 1: Progress in recruitment and contract renewals: July 2015 to June 2016.

The 13 staff recruited during FY 2015/16	The 11 staff whose contracts were renewed during FY 2015/16
o Head Infrastructure, industry and Physical Planning, o Head Information Communication and Technology o Head Production and Trade Planning o Head Policy Research and Innovation o Technical Advisor o Senior Monitoring and Evaluation Officer (M and E) o Senior Planner Monitoring and Evaluation – Compliance o Senior Planner Technology and Industry o Senior Macro - Economist o Planner Geographical Information Systems o Assistant Procurement Officer o Driver- Authority Member o Driver- Deputy Executive Director	o Head Internal Audit o Senior Planner Development Policy o Senior Planner Policy Research and Innovations o Senior Planner Production and Trade o Senior Planner Local Government Development Planning o Senior Procurement Officer o Senior Administration Officer o Senior Human Resource Officer o Administrative Secretary office of the Executive Director o Administrative Assistant Records o Driver

The table 3.2 illustrates that upon review of the staff structure, 13 staff were recruited and the staffing levels progressed from 78 (50%) to 88 (56%) for the period July 2015 to June 2016. The percentage staffing level is indicative of the staffing gap existing in NPA, which gap is reduced by engaging individual consultants, Graduate Trainees and Student Interns. Below is a summary list of indicating progress in recruitment and staffing levels over the 12 months' period; -

Table 3.2: Staff recruitment and placement by grade and hierarchy FY 2015/16

Particulars	Salary Grade	Staff as at 1st /7/ 2015	Recruited staff	Staff as at 30th /6/ 2016
Executive Authority Members	Sp. Grade	5	0	5
Executive Director & Dep. Executive Director	Grade 1	2	0	2
Directorate Heads	Grade 2	1	0	1
Heads of Departments	Grade 3	9	5	13
Senior Planners / Senior Officers	Grade 4	14	4	18
Planning Officers/Officers / Sen. Admin. Secretaries	Grade 5	10	1	11
Assistant Officers / Admin Secretaries / Receptionists	Grade 6	16	1	17
Administrative Assistants and GIS Assistants	Grade 7	4	0	3
Drivers	Grade 8	17	2	18
Total		**78**	**13**	**88**

3.4.1.2.   Recruitment Plan 2015/16

With 78 staff in post by 1st July, 2015, NPA planned to fill at least 18 vacant positions (Table 3.3) by 30th June 2016 and funding the wage budget was increased to accommodate part of the recruitment.

Table 3. 3: NPA Recruitment Plan for FY2015/16

NO.	VACANT POST	SCALE	Planned for FY 2015/16
	Director Research & Development Performance	NPA-OS-2	1
	Technical Advisor	NPA-OS-3	1
	Head Human Resource and Administration	NPA-OS-3	1
	Head Economic and Strategic Planning	NPA-OS-3	1
	Head Infrastructure, Industry & Physical Planning	NPA-OS-3	1
	Senior Planner Education	NPA-OS-4	1
	Senior Planner Mon & Evaluation - Compliance	NPA-OS-4	2
	Senior Planner Technology and Industry	NPA-OS-4	1
	Senior Planner Macro Economic Planning	NPA-OS-4	1
0	Planner Macro Economic Planning	NPA-OS-5	1
1	Planner Geographical Information Systems	NPA-OS-5	1
	Planner Agriculture	NPA-OS-5	1

2			
3	Procurement Officer	NPA-OS-5	1
4	Planner Agriculture	NPA-OS-5	1
5	Assistant Procurement Officer	NPA-OS-6	1
6	Drivers	NPA-OS-8	2
	TOTAL		**18**

3.4.5 Review of NPA staff structure and Establishment

In collaboration with the Ministry of Public Service and other stakeholders, the Authority identified the following key issues that justified the review of its staff structure and eestablishment from 119 to 157 positions (table 3.4).

(i) The enactment of the Public Finance Management Act 2015 created an additional responsibility to NPA to issue a Certificate of Compliance that is the basis of assessing the consistence of the annual budget instruments with the NDP priorities.

(ii) The adoption of regional and global development agenda; EAC Protocols, Africa Agenda 2063, Paris Agreement on Climate Change, and Agenda 2030 among others that need to be domesticated and integrated in the planning frameworks.

(iii) The proliferation of Districts that put additional demands on the development planning function and resources. Increased recognition of NPA's role in coordinating multi sectoral planning and facilitating implementation of national development initiatives created additional responsibilities on NPA.

(iv) Strengthening the capacity of NPA to effectively and efficiently deliver its mandate. NPA is striving towards the achievements for International Standards attained by Planning Commissions and the cultivation of Interest to build NPA as a national and regional centre of Excellence for planning

Table 3.4: Establishment levels and corresponding position grades

	Position Categories by Hierarchy	Position Grade	Est.
	Executive Authority Members	Special Grade	5
	Executive Director and Deputy Executive Director	Grade 1	2
	Directorate Heads	Grade 2	2
	Heads of Departments	Grade 3	15
	Senior Planners / Senior Officers	Grade 4	38

	Planning Officers/Officers / Sen. Admin. Secretaries	Grade 5	53
	Assistant Officers / Admin Secretaries / Receptionists	Grade 6	10
	Administrative Assistants and GIS Assistants	Grade 7	7
	Drivers	Grade 8	17
	Office Attendants		6
	Total Positions		**157**

Salient features in the newly developed staff structure and establishment
(a)   NPAs Strategic Focus 2010/11 – 2029/30

The new staff structure is designed along NPAs Strategic focus (2010/11 – 2029/30). While the previous staff structure aimed at repositioning NPA to execute its mandate effectively, the new NPA Structure is aimed at accomplishing the next 3 steps in our strategic focus.

(b)   New Departments and Units

   (i) De-linking Human Resource Management, Administration from Finance and Accounts

A new Department of Human Resource and Administration was created by splitting and detaching Administration from Finance and Accounts: The split from finance was premised on the fact that NPA is a knowledge based organization and professional attention to the human factor has become more critical than ever due to increasing demands by the increasing numbers of staff from various professional backgrounds, needs requirements.

Moreover, HR touches on the lives of all staff in all dimensions implying that the HR function needs to take on a more strategic focus while giving close attention to administrative issues that have effect on the efficiency and effectiveness of staff.

The issues include and are not limited to; Human Resource Information Management Information Systems, issues of equity in staff remuneration, Records Management and a variety of welfare issues including Medical Insurance, Occupational Health and Safety, life insurance and workman's compensation

It was anticipated that the staff in the Finance and Accounts department are expected to focus on financial management and accountability aspects for efficiency and effectiveness.

   (ii) Putting emphasis on Local Government Development Planning and Sectoral Planning

This led to the creation of two Departments; - of Local Government Planning and that of Strategic Planning. The increasing demand for streamlining the planning functions at both the local government and sectoral levels necessitated the creation of departments that will specifically focus on the respective mentioned areas.

   (iii)Creation of new Units and beefing up staffing numbers under Monitoring and Evaluation

For efficiency gains the Corporate Planning Unit, Communications and Public Relations Unit and Project Development Unit have been created. The staff numbers under M&E were increased to beef up manpower in handling the Certificate of Compliance and Vision and manifesto aspects.

NPA Human Resource Categories, Staffing levels by Grade, Seniority and Gender

(a) Categories of Human Resources

As at 30th June 2016, NPA engaged three categories of Human Resources namely, substantive contract staff, Graduate Trainees, Individual consultants and Student interns. While the total number of substantive staff including Executive Authority Members was 90, two staff left, by the closure of the year. While the students on the internship program were 15 for the period 1st June - 31st August, 2016, the Graduate trainees were two (2) Table 3.5 provides a summary of the Graduate Trainees who were in place by 30th June 2016 for the two respective departments identified: -

Table 3. 5:   Graduate Trainee by Department

SN	Department	Number
1	Finance and Accounts Department	1
2	Stores and Procurement	1
	Total	**2**

(b) NPA Staffing levels by Grade, Seniority and Gender

The following tables illustrates the staffing levels of NPA in comparison with the total establishment Job grades, salary scales, filled and unfilled positions, and composition by gender.

Table 3. 6: Staffing levels by gender

	Position Categories by Hierarchy	Position Grade	Staff in-post	Male	Female
1	Executive Authority Members	Special Grade	5	4	1
2	Executive Director and Deputy Executive Director	Grade 1	2	1	1
3	Directorate Heads	Grade 2	1	1	0
4	Heads of Departments	Grade 3	13	11	2
5	Senior Planners / Senior Officers	Grade 4	18	13	5
6	Planning Officers/Officers / Sen. Admin. Secretaries	Grade 5	11	8	3
7	Assistant Officers / Admin Secretaries / Receptionists	Grade 6	17	6	11

	Position Categories by Hierarchy	Position Grade	Staff in-post	Male	Female
8	Administrative Assistants	Grade 7	3	3	0
9	Drivers	Grade 8	15	15	0
	Office Attendants		3	1	2
	Total Staff Establishment		**88**	**63**	**25**

(c) Staff turnover / exit

The NPA staff turnover was negligible and the continued explanation for this is the favorable terms and conditions of service at the Authority. The staff who left had reasons as indicated in the table 3.7.

Table 3. 7: Reasons for the respective staff turn over

No.	Designation	Explanation
1	Head Infrastructure and Physical Planning	Initially had been seconded to the Ministry of Works, and Transport to kick start the Standard Gauge Railway (SGR) Project and was later absorbed as the substantive project manager effective January, 2016.
2	Administrative Assistant Transport	Became a Member of Parliament effective May, 2016
3	Office Attendant	Expiry of contract and early retirement

3.4.6 Staff Training and Development

3.4.1.3.   Staff pursuing long time training courses while at work

During the period the following staff were encouraged to undertake courses relevant to individual professional development and NPAs functions. A number of staff have therefore continued to acquire requisite skills to be competitive and remained informed for policy guidance of the nation. Table 3.8 provides details of the staff on these trainings.

Table 3. 8:   Staff undertaking professional training while at work

No	Name	Designation	Course	Institution	Start date	End date	Course status
1	Nahalamba Sarah	Senior Planner Population, Gender &Social Development	Ph.D Health Services - Healthy Policy	Walden University USA	Dec 2013	Dec 2017	On-going
2	Operemo Vincent	Senior Planner Policy Research and Innovation	Masters in Management Studies Monitoring and Evaluation	Uganda Management Institute	Dec 2014	June 2017	On-going
	Sebukeera Hennery	Planner Human Resource Planning and Development	Masters in Business Administration	Uganda Management Institute	Sept 2015	Sept 2017	Ongoing
	Khainza Betty Janet	Administrative Secretary	MMS Public Administration and Management	Uganda Management Institute	Aug 2015	June 2017	Ongoing
	Matovu Ronald	Assistant Administrative Secretary	Post Graduate Diploma in Management	Uganda Management Institute	Sept 2014	March 2017	Ongoing
	Nambuusi Stella	Assistant Administrative Secretary	Post Graduate Diploma in Management	Uganda Management Institute	Sept 2014	March 2017	Ongoing
	Kamukama David	Administrative Assistant Stores	Bachelors in Procurement and Supplies Management	Kampala International University	Apr 2014	Dec 2016	Ongoing
	Kabagambe Sufian	Assistant Research Officer	Master of Statistics	Makerere University	Aug 2015	May 2017	Ongoing

No	Name	Designation	Course	Institution	Start date	End date	Course status
	Babirye Daphne	Assistant Research Officer	Master of Arts Economic Policy and Planning	Makerere University	Aug 2015 May 2017 Ongoing		
0	Tatu Nakanjako	Assistant Research Officer	Masters' in Business Administration (Project Planning and Management)	UTAM-Bugolobi	Jan 2015	Dec 2016	Finalized
1	Nanono Rosette	Graduate Trainee	ACCA	Management Study Accountancy Training Company Ind. Area	June 2016	Dec 2018	Ongoing
2	Achieng Immaculate	Graduate Trainee	CIPS 4	British Council coordinating Centre	May 2016	Dec 2017	Ongoing

Source: NPA Human Resource Records

3.4.1.4.   Skills requirements for enhancing individual staff performance

During the FY2015/16, NPA was required to utilize services of a consultant to conduct a comprehensive needs assessment however, due to financial constraints, this was not done. The assessment was to lead to a needs assessment report. The Authority however, continued to rely on the needs identification section of the NPA Performance Appraisal System to identify gaps for individual staff. NPA staff continued to utilize any opportunity that could present its-self for skills improvement. This was done through participating in seminars, workshops, policy forums and coaching.

Table 3. 9: Skill requirements necessary for NPA staff

Refresher Performance and Management Skills Improvement Courses	
❖ Organizational Development	❖ Policy Analysis

- ❖ Strategic Planning and Management Skills
- ❖ Total Quality Management and Customer Care
- ❖ Strategic Leadership Skills for Managers
- ❖ Project Planning and Management
- ❖ Project Proposal Writing and Resource Mobilization
- ❖ Project Monitoring and Evaluation
- ❖ Results Oriented Management
- ❖ Management Development Programme for Managers
- ❖ Strategic Human Resource Management in a Changing Environment
- ❖ Strategic Human Resource Management
- ❖ Training of Trainers
- ❖ Labour Laws and Industrial Relations
- ❖ Budgetary Management and Expenditure Control
- ❖ Financial Management and Accounting for Non-Financial Managers
- ❖ Stores Management and Materials Control
- ❖ Financial Management and Accounting for Non-Financial Managers
- ❖ Staff Coaching, Mentoring, Counselling, interpersonal communications etc
- ❖ Performance planning and evaluation

- ❖ Applied Research Skills and methodologies
- ❖ Stores Management and Materials Control
- ❖ Stakeholder analysis and relations
- ❖ Performance Improvement Techniques
- ❖ Communication Skills for planners
- ❖ Basic Records Management
- ❖ Advanced Records Management
- ❖ Strategic Public Relations
- ❖ The Effective Secretary
- ❖ Communication and public relations
- ❖ Communication Skills for Administrative Secretaries
- ❖ Performance Improvement Workshops
- ❖ Advanced word-processing and Desktop Publishing
- ❖ Spreadsheets and Modeling
- ❖ Database Management Systems
- ❖ Introduction to Information Systems
- ❖ Systems Administration/Electronic Communication
- ❖ Project Planning and Management using MS project software
- ❖ Computer Networking and LAN Systems Administration
- ❖ Staff Performance Management
- ❖ Presentation skills with PowerPoint

3.4.7 Effective Performance Management Systems
3.4.7.1   Individual Performance Appraisals

NPA Staff and supervisors continued to embrace the output and indicator based individual performance appraisal system. A total of 80 NPA staff were appraised for the period July 2015 to June 2016 and their respective performance appraisal files updated. The appraisal was partly the basis for staff contract renewals, confirmations and notch implementation. The action plans contained in the evaluation were used to encourage staff undertake professional and performance improvement initiatives to enhance their career growth.

3.4.7.2   Human Resource Management System.

During the period under review, the ICT Department spearheaded the development of the NPA Staff Management System (SMS) to automate the processing of staff appraisals, leave management and formulation of work plans, among others and the consultancy assignment with assistance from GIZ. The system is anticipated to be operationalized during FY2016/17.

The system will among other things be in position to handle the following tasks:

❖ **Recruitment within NPA** - where applicants for jobs/internships shall be able to apply online upon which they will receive instant acknowledgement of receipt of application. The system shall automatically sort the applications (by set criteria) and thereafter give feedback to the applicants on progress. This will help reduce on the paper work in the HR office.

❖ **Establishment**: system will update management of current establishment and gaps in structure

❖ **Staff profiles** – System is able to generate staff biodata

❖ **Work-plans** – system will capture staff work plan/performance plans upon which it will generate departmental quarterly and Annual work plans

❖ **Appraisals** - Staff shall complete their appraisal form that will be approved by their supervisors online.

❖ **Leave management**- After staff fill their leave rota, leave shall be approved online and system will calculate the leave days taken and balance and remind staff on when to take their leave

❖ **Memo tracking** –System shall track communication between staff and their supervisors for ease of following up on activities

❖ **Resource requests** – staff shall be able to make their resource/financial requests online

❖ **Reports generation** – system shall generate hundreds of staff reports based on data captured from staff.

❖ **Log trail** – System shall track all actions on it for avoidance of one tempering with records – system shall report un authorized deleting, printing and altering of records

3.4.7.3 Government Payroll reforms:

Integrated Personnel and Payroll System (IPPS) and IFMS

NPA continued to embrace the Government reforms regarding IFMS and the Integrated Personnel and Payroll System. During the period NPA staff complied with the validation requirements as per the IPPS requirements. The NPA Strategic Plan Staff Structure was automated into the IPPS and postcodes were assigned to each of the positions contained in the 157 staff establishment and structure. With the IPPS new staff can only access the payroll in case their National ID Details match with the staff details in IPPS as well as bank details in IFMS.

Salary Structure (Notch implementation) and IPPS

NPA was able to progress into the implementation of phase 2 of the approved notched or stepped salary structure for all job grades above 8. This partially addressed historical salary imbalances and addressed issues of equity between beneficiaries.

The NSSF e-Collections Payment Platform

Effective 1st March 2016, NPA embraced the e-collections system that aims an efficient and effective NSSF remittance system. The system provided NPA with a fast and seamless way to remit member social security contributions. With the new platform the user is able to log on the Fund e-Collections portal and make remittance without the need to physically visit any branches in the funds network. With the e-collections system NPA -:

❖ No-longer requires to provide physical schedules to the fund. We are able to upload them into the web portal.

❖ Receives automated receipts through the user upon completion of the transaction

❖ Has access to the historical payments and related payment details

❖ Has direct interface direct interface with the fund through the web portal

❖ Elimination of payment related errors and has vastly improved the turnaround time of processing staff contributions into their accounts.

Human Resource Management Policies

The approved NPA Strategic Plan 2015/16 – 2019/20 is in itself a policy document that was developed and is being operationalized on a piecemeal basis effective 1st July, 2016. In addition, during the last quarter of FY 2015/16, NPA embarked on the review of the Human Resource Manual this is supposed to be finalized by 30th June 2017. The review is supposed to put into consideration the newly developed policies and new developments in Human Resource Management and Development.

3.4.8 Staff Welfare

Comprehensive Medical Insurance and Services

During the period under review, NPA was able to cater for the medical services with **AAR Health Services (U) Limited,** for all its contract staff, spouses and required number of children. This was not only motivational but enabled staff to work health during the execution of their responsibilities. A number of staff welfare initiatives that motivated staff were also undertaken.

(a)   Celebrated achievements through end of year staff party in December, 2015

(b)   On several occasions came together as NPA family to share sad moments of death of relatives, friends and partnering stakeholders. We also celebrated good moments when our staff managed to formalize their marriages.

(c)   Annual leave. Staff were able to enjoy their annual leave as programmed.

3.4.9 Development and maintenance of a functional ICT environment for improved institutional efficiency and effectiveness

3.4.9.1   Functional ICT platform

NPA maintained a functional ICT platform by ensuring that key systems that include messaging system, the internet, and website (www.npa.ug) among others are working appropriately. Periodic website updates were undertaken all through the year with Internet and messaging systems effectively administered, which resulted in smooth communication both internally and externally.

3.4.9.2   Functional ICT equipment and facilities

In FY2015/16 various activities were carried out to ensure smooth functioning of the Authority for effective and efficient implementation of the NPA mandate. They included; (i) Undertook quarterly servicing or preventive maintenance of 84 ICT equipment thereby reducing the equipment downtime; (ii) Installed new hardware and software updates/ patches, maintenance works on servers by clearing old log files, backing up important files required for restoration of a service and monitoring space usage (iii) Deployed an effective antivirus on the network to safeguard machines from malware that includes viruses, computer worms and Trojan horses that corrupts files, interrupt internet traffic and even cause a system crash.

In addition, the NPA intranet and a draft NPA Gender Policy were developed to improve management system and work environment.

3.4.9.3 Integrated MIS

In order to streamline and automate the different processes and workflows within NPA for better monitoring of staff performance, an Integrated Management Information system was planned. During the FY 2015/16, the procurement of the consultant to undertake the MIS development was concluded and the work is planned to start in July 2016/17. The system planned will integrate staff HR management (handling staff appraisals, workplans formulation and leave management), M&E system for routine NPA activities, as well as a module for the National Planning spatial data.

3.4.9.4 Functional ICT Network

A functional ICT network infrastructure was maintained to ease sharing of printers and file resources. Six wireless routers were procured in the FY2015/16 to enhance the network functionality and wider coverage within the NPA premises.

3.4.9.5 Furniture and fittings, office equipment, furnishing and motor vehicles

The focus has been on the provision of office equipment and tool, transport equipment and maintenance of offices and office building.

3.4.9.6 Furniture and fittings

In order to strengthen and facilitate the staff of the Authority to execute its mandate, a number of items were procured and these include; a meeting table for Authority Member, three visitors' chairs for the reception, and office furniture which include; 10 desks and 10 chairs for staff. During FY2015/16 other routine and central activities included maintenance of the office building, transport equipment, computers and air conditioners, security of personnel and property.

3.4.9.7 Renovations

The NPA Board room was renovated (with counterpart funding support from the German Internal Cooperation (GIZ) by removing the old and dilapidated plywood and replacing them with 4 units of complete solid doors (shutters and frames) fitted with locks.

Conference hall; the old floor which was loose and hollow was dag up and replaced with new screed foundation and built/tiled with shiny posy line tiles. The conference was also fitted with suspended ceiling and ceiling lightings. The walls were repainted and the pigeon hole wood box removed and replaced with new aluminum and glass windows fitted into mahogany designed arches.

3.4.10 Functional fleet

Two (2) new Double Cabin pick-up vehicles were procured during the first half of the year as a gradual process of replacing the Authority's vehicle fleet with a view to enhance its presence and effectiveness in the country.

In the review period, one unit of Toyota Land cruiser station wagon formerly belonging to GIZ Project was transferred to NPA. This was part of donor funding in the area of strengthening Human Rights in the Second National Development Plan (NDPII). During the FY2016/17, NPA plans to procure (lease) two units of station wagon and five units of pick up vehicles to facilitate the Secretariat.

3.4.11 Disposals

The process of disposal of equipment that was initiated in FY2014/15 was concluded in the review period. Table 3.10 indicates that nine (9) units of motor vehicles and one (1) of a motor cycle that were earmarked and planned for during the FY2014/15 were disposed.

Table 3. 10: List of Disposed NPA equipment

No.	Make of vehicle	Year of make	Mileage (Km)
1	Nissan Hard Body Pick up D/C 4wd	2004	176,986
2	Toyota Land Cruiser station Wagon	2003	280,080
3	Nissan Hard Body Pick up D/C 4wd	2004	190,726
4	Nissan Hard Body Pick up D/C 4wd	2005	250,069
5	Nissan Hard Body Pick up D/C 4wd	2005	189,674
6	Mitsubishi Pajero GL station wagon	2006	285,720
7	Land Cruiser Prado station wagon 4WD	2003	243,179
8	Nissan Hard Body Pick up 4wd	2004	238,104
9	Toyota Prado land cruiser	2004	201,467
10	Motor cycles YBR 125 CC	2004	238,104

In FY2016/17, three (3) units of pickups and two (3) units of station wagons are ear marked for disposal. These have been presented to board of surveys for approval. Other items lined up for disposal include assorted computers and accessories as detailed in table 3.11.

Table 3. 11:   List of NPA equipment for disposal in FY2016/17

S/N	Item/Description	Year of make	Mileage	comments
1	Toyota Hillux, D/C Pick up, 4WD	2009	203146	Faulty gear box
2	Toyota Hillux, D/C Pick up,4WD	2009	200024	Faulty gear box and gasket
3	Ford Ranger, D/C Pick up, 4WD	2006	199172	Faulty engine and gear box
4	Nissan Patrol S/Wagon, 4WD	2009	183,490	Faulty engine
5	Mitsubish Pajero, S/Wagon,4WD	2009	177309	Faulty engine
6	Mitsubish Pajero S/Wagon, 4WD	2009	192008	Accident
7	Computers and accessories			Assorted

3.4.12 Support oversight functions / activities of the Executive Board, ED, DDP, DED and Internal Audit

The Expanded Board held two quarterly meetings and discussed key issues, including papers on pre-primary and primary education and the National carrier.

Figure 3.9: Prof. Mutebile, Governor Bank of Uganda making a contribution on "Enhancing Uganda's Export Potential" paper during an Expanded Board meeting.

3.5 Strategic Objective 5

To develop and promote networks, collaboration, and partnerships for innovative development planning

3.5.1 Development planning informed by best practices and regional commitments and initiative

Produced National Review Report on the Implementation of the 2030 Global Agenda

NPA spearheaded the development of a National Review Report on the Implementation of the 2030 Agenda on sustainable development under the sustainable development (SDGs) framework indicating the extent of Uganda's readiness to implement and take on the Agenda. Uganda volunteered to share her readiness for the implementation of Agenda 2030 and SDGs with support from UNDP and UNDESSA. The Report will be annual in nature and the framework that will be used for reporting on readiness will be based on the NDPII. During FY2015/16, the readiness report preparation was consultative with contribution from stakeholders such as MDAs, private sector, civil society and the local development partners'. The report will be presented by Hon. Minister of Finance at the High level political Forum in New York in July 2016.

3.5.2 Collaboration frameworks on capacity building and development planning

Participation in global and regional engagements

The Authority and specifically the department of Governance and Public Sector Management was part of a delegation that participated in the APRM Summit for Revitalization of the African Peer Review Mechanism (APRM) and the 34th NEPAD Heads of State and Government Summit that took place in Addis Ababa, Ethiopia from 27th to 31st January, 2016. The team in the department also participated in the 58th Ordinary Session on Human and People's Rights in Gambia from 6th to 20th April 2016. In addition, the department participated in the Open Government Partnership (OGP) meeting in South Africa 3rd to 7th May 2016.

Participation in Global and regional engagements, e.g. COMESA, AfDB, EAC, UNDESA, IGAD, UNFCCC and IAEA

NPA led a national delegation which participated in the Special APRM Summit for Revitalisation of the Mechanism and 34th NEPAD Heads of State and Government Summit that took place in Addis Ababa, Ethiopia from 27th to 31st January, 2016. In addition, NPA participated in the adoption of the Agenda 2030 on Sustainable Development Goals, held in New York; inter-Regional experience sharing and training workshop on mainstreaming the 2030 Sustainable Development Agenda into national development strategies, held at Incheon, Republic of Korea; and Regional conference on strategies for achieving the Demographic Dividend in Africa held at Cape Town, S. Africa.

Participation in the Harmonization of EAC Packaging Standards

The EAC Regional Harmonisation Technical Committee (EASC/TC 066) was convened by the East African Standards Council to harmonize the industrial standards in the packaging industry across the East African States. The countries that were represented at the meeting were; Uganda, Kenya, Burundi and Tanzania the host, plus delegates from the EAC and Trade Mark East Africa. The Committee Chair is Prof. Helen Njenga, from University of Nairobi and the secretariat is Kenya Bureau of Standards (KEBS). The Ugandan delegation was led by Eng. Dr. Muwanguzi J.B Abraham from NPA. At the meeting, the delegates agreed upon the name and scope of the technical committee as;

1. Name of the Technical Committee: EASC/TC 066 - Packaging Technical Committee, and;

2. Scope of Technical Committee: **"Standardization in the field of packaging with regard to terminology and definitions, packaging dimensions, environmentally friendly packaging, performance requirements and tests."** Bar code symbols, Radio frequency identification (RFID) techniques are excluded.

Nine standards were presented for harmonization. These standards had been presented to the partner states before and national consultations had been held to get national positions on the different standards. Each partner state presented comments from their national deliberations and these were deliberated upon and a common position reached on six out of the nine standards. The remaining three were deferred for further consultations.

Figure 3. 10: Uganda's (left) and EAC's (right) delegations

Coordination of Global, Regional and Cross-Sectoral National Initiatives

The focal person for EAC affairs at NPA participated in the pre-budget conference of the EAC Secretariat, which took place on 6-7th August at the EAC headquarters in Arusha Tanzania. A brief was made on this conference at which the secretariat's priorities for 2016 were discussed. The broad strategic interventions of 2016/17 with that were discussed had a focus on the following: (a) Full implementation of the single customs territory, involving the rolling out to more products and places; (b) Enhancing the implementation of the common market protocol and negotiating additional commitments; (c) Interconnectivity of the immigration systems – to enable people move easily the way goods move- addressing systems and procedures; (d)

Implementation of cross border infrastructure, including: The liberalized air space; computerized weather prediction modes; Telecommunications, including one network and other products beyond voice; Developing and production of legislation on EAC energy common market, including buying and sharing power among EAC countries; Resources required for the fourth heads of state summit; and EAC peace and security initiative. The output of the meeting was later presented to the 32nd meeting of the council of Ministers, in August 2015.

The Senior Macroeconomist participated in the regional IMF East AFRITAC training on Macroeconomic Diagnostics held in Dar-es-Salaam Tanzania, in December 2015. Further, two officers in the macro department had their capacity built in strengthening Uganda's debt analysis skills to effectively conduct the country's Debt Sustainability Analysis. This programme was facilitated by IMF and coordinated by MoFPED in July 2015. With support from UN-DESA, the macro department received support for one staff to have his capacity developed to undertake sustainable development modelling. This capacity building took place in October 2015 and will support modeling for NDPIII. Also, participated in the annual International Conference on Population and Development (ICPD) in New York in April.

3.5.3 International development agenda integrated in SDPs, LGDPs

Sustainable Development Goals integrated in development planning frameworks

In collaboration with the UN Country Team, NPA integrated the SDGs in the NDPII up to about 70 per cent and supported their integration into the 2016-2020 UNDAF. NPA continued to coordinate cross cutting issues such as nutrition and social protection policy. In addition, the sector modelling report to determine interventions for eight pillars for achieving demographic dividend and development of the Road map for implementation of demographic dividend was finalized.

In line with NDPII, the Early Childhood Development (ECD) budgeting framework was prepared in consultation with key stakeholders. The purpose of the ECD is to align the country's human resource planning and development with the national development agenda.

3.5.4 Support to National Governing Council Activities

During the FY2015/16, the National Governing Council lost its chairperson Professor Joseph Okello Onen (RIP) in September 2015. Similarly, Professor Josephine Ahikire who represented the NGO Forum on the NGC resigned when she was appointed the Dean of the School of Gender and Women Studies at Makerere University. The process of replacing the Chairperson and a representative from NGO Forum is expected to be concluded in FY 2016/17.

NPA is also facilitating the process of getting a new Parliamentary representative on the NGC for the opposition following the end of term of office for Hon. Christine Bako Abia.

The APRM NGC has also embarked on the process of producing the Second Country Self-Assessment Report. The purpose of this report is to assess the progress of Uganda in regard to governance in the four thematic areas of Democracy and Political Governance, Socio Economic

Governance, Corporate Governance and Economic Governance and Management. Five Consultants were contracted; four thematic consultants and one Lead consultant to produce this Report. The consultants produced draft four thematic reports and one synthesized Country Self-Assessment Report (CSAR) which were approved by the NGC at a working retreat held on 17th and 18th May 2016 at Serene Suites Mutundwe. The draft Report is expected to be taken through both a national and regional consultative process and a final copy of the Report produced in FY 2016/17. This report will serve as a basis for Uganda's Second Country Review Mission.

Strengthening Human Rights in Uganda project

The GIZ project which works with three institutions (NPA, UHRC and EOC) as well as a range of civil society organizations continued to be hosted by NPA in the National Planning House. In partnering with GIZ, NPA participated in a retreat to finalize the NDPII Local Government Results and Reporting Framework with Human Rights Indicators at Ridar Hotel Seeta on 3rd to 5th February 2016. The Human Rights Based Approach (HRBA) tool was therefore produced and approved by both the NPA Management and Board. The tool is being printed by GIZ in preparation for trainings and dissemination at both Sector and LG Levels in FY2016/17.

Donor Supported Projects and Partnerships

(a)   Strengthening Oversight Function for Accountable Service Delivery
The United Nations Development Programme (UNDP) - supported project on strengthening Oversight Functions for Accountable Service Delivery was extended for one more year, 2015. NPA was given some more resources to carry on with work on (i) Developing Standards for the six selected sectors (Education, Health, Physical Planning, Housing, Roads and Environment) and; (ii) Production of the NPA reports. By December 2015, the five (5) draft service and service delivery standards were produced and printed for further consultations.

Summary of NPA Strategic plan performance in FY2015/16

During the FY2015/16, the Authority's performance against the planned outputs (99) for that FY was at 46 percent. The Authority performed better on objectives; strengthen the capacity of the Authority to efficiently and effectively deliver its Mandate (49 percent), Develop and Promote Networks, Collaborations and Partnerships for Innovative Development Planning (47 percent) and moderately on strengthen research for provision of evidence-based public policy advice (33 percent. Poor performance was exhibited on objectives monitor and evaluate the effectiveness and impact of development policies, plans and programmes, and performance of the economy of Uganda (29 percent) and Establish and strengthen Functional Systems for Comprehensive, Participatory and Inclusive Integrated Development Plans and Frameworks (21 percent). At this pace of performance during the first year of implementing the strategic, NPA needs to ensure that it establishes and strengthens functional Systems for comprehensive, participatory and inclusive integrated development plans and frameworks especially in the areas of ; spatial planning, MDA and LG capacity building, a geoportal in place, and communication strategy for popularizing the Vision and NDP2.

Table 3. 12: NPA Strategic plan performance in FY2015/16

OBJECTIVE OUTPUTS ASSESSMENT AGAINST TARGETS										
		% Achieved		Likely to be Achieved	% Not Achieved		No Assessment		Denominator1	Denominator2
Objectives (Overall Strategic plan performance)	46	6.8%	11	8.8%	42	33.6%	26	20.8%	99	125
To Establish and strengthen Functional Systems for Comprehensive, Participatory and Inclusive Integrated Development Plans and Frameworks	7	21%	3	9%	13	38%	11	32%	23	34
To strengthen research for provision of evidence-based public policy advice	4	33%	2	17%	6	50%	0	0%	12	12
To monitor and evaluate the effectiveness and impact of development policies, plans and programmes, and performance of the economy of Uganda	5	29%	2	12%	9	53%	1	6%	16	17
To Strengthen the capacity of the Authority to efficiently and effectively deliver its Mandate	22	49%	4	9%	7	16%	12	27%	33	45
To Develop and Promote Networks, Collaborations and Partnerships for Innovative Development Planning	8	47%	0	0%	7	41%	2	12%	15	17
Objectives (Overall FY2015/16 performance)	46	46.5%	11	11.1%	42	42.4%			99	

4.0 BUDGET PERFORMANCE FOR FY2015/16

The financial management services of the Government is managed by Secretary to the Treasury, MoFPED, who is responsible for disbursements and collection systems, provides central accounting and financial reporting for government as a whole, and provides guidance to government MDAs in cash management, credit administration, debt collection, accounting systems, investment management and the use of technology in financial activities, supervision of the implementation of Government's financial policies, directives and procedures and initiation of the financial plans. Therefore, any Finance department in any Ministry, Department and government Agency operates semi autonomously as an accounting department for MoFPED for disbursements released to them in furtherance of overall government financial reporting. The essential roles and duties of virtually any accounting department include the following:

- Money out - making payments and keeping the bills paid
- Money in - processing incoming payments (warrants)
- Payroll - make sure everyone gets paid (including the government for taxes)
- Reporting - preparing financial reports, e.g. P&L, Balance sheets and budgets
- Financial Controls - to avoid errors, fraud and theft

4.1 Overview of Financial Year 2014/15 Budget Allocations by Program Areas

NPA continued to experience underfunding which affect its capacity to deliver on its mandate. In the F/Y 2015/16, NPA's budget estimate was UGX 14.614 billion based on cash limits presented, to cover wage at UGX 4.264, non-wage of UGX 9.944 and development of UGX 0.405 billion. Through the use of OBT tool, the departments posted the procurement plans, work plans and prepared the NPA Ministerial Policy Statement presented to Parliament for the overall budget appropriation. A request for funding recruitments and salary enhancement was lodged in and UGX 1.407billion was further released for the same. Therefore, a total of UGX 16.085 billion was received during the year as below:

Table 4. 1: Budget Performance, FY2015/16, GoU Financing

S/No	Particulars	Categories	Approved budget	Supplementary release	Released	Percentage release
1	Recurrent	Wage	4.265	1.490	5.755	100%
		Non-wage	9.944	0	9.944	100%
2	Development	GoU	0.405	0	0.385	95%
Total			**14.614**	**1.490**	**16.084**	

4.2 External Planning

In corroboration with respective departments, Finance unit assisted in work planning, MoU signing and operationalization and final reporting to the respective donors. The following funds were received as below:

Table 4.2: External Financing

No.	Particular/project name	Approved budget	Actual	Percentage	Partner/source
1	Support to preparation of NDPII	169,558,116	169,558,116	100	UNDP
2	Support Policy Engagement for Evidence Decisions (SPEED)	62,075,000	62,075,000	100	Makerere University
3	Development planning under NDPII	USD 78,000	USD 78,000	100	DFID

Looking forward, the finance department will work with managers to prepare the organization's budgets and forecasts, and to report back on the progress against these throughout the year. This information can be used to plan staffing levels, asset purchases and expansions and cash needs, before they become necessary.

5.0 **Key Challenges and Emerging Issues**

5.1 Key Challenges

During the FY2015/16 a number of challenges were faced and these include:

(a) By the end of the reporting period, all staff were not yet fully aligned to the new staff structure for two reasons: (i) alignment involves promotions that are associated with cost implications; and (ii) NPA awaits the final staff structure from the Ministry of Public Service as approved by Cabinet. We could not quickly rush to wholly implement the structure as contained in the Strategic Plan without considering that proposed by Government.

(b) Insufficient annual wage allocation to achieve 100% staffing levels. According to the preliminary staff structure approved through the Ministry of Public Service, NPA needs **UGx 12,413,661,960/=** compared to **UGX 5,755,343,460/=** that was provided in FY 2015/16 as annual wage. By 30th June, 2016 NPAs staffing levels stood at 56% (88 staff). Out of 88 only 33 are technical, the rest being support staff. This implies that a number of technical positions are not filled. Besides the staff salaries are not yet considered to be competitive enough.

(c) Though well intentioned, NPAs Staff performance management system continued to be wholly manual and cumbersome and wastes a lot of paper and time

(d) There is adequate capacity to respond and guide sectors and LGs.

(e) Integrated Capacity Building Plan has not yet taken off

(f) Inadequate office space persists

5.2 EMERGING ISSUES

NPA in pursuance of its function of monitoring the performance of the decentralized system of development planning has continued to be constrained by the ever-increasing number of LGs. The Authority builds capacity of the LGs and quality assures their respective Local Government Development Plans (LGDPs) a role that requires a lot of manpower and resources.

The Authority in its new role of issuing a Certificate of Compliance of the Annual Budget as per the PFM Act 2015, is required to cover the entire Government i.e. sectors, MDAs and LGs. This therefore calls for human resource, a skill mix and additional training to effectively handle this task to its completeness.

6.0 MAJOR ACTIVITIES PLANNED FOR FINANCIAL YEAR 2016/17

In the FY2016/17, NPA has planned to undertake the following activities:

1. **Functional Planning Systems and Frameworks/Plans**
   - Development of 10-Year Perspective Plan (2020/21-2030/3) - preliminary activities
   - Support alignment and implementation of the NDPII at Sectoral, MDA and LG levels
   - Support integration of SDGs Sector and LG planning, implementation and reporting frameworks
   - Support integration of Population (Demographic Dividend) interventions & indicators into planning and reporting frameworks.
   - Finalization of National Human Resource Planning Framework
   - Development of National Spatial Data Infrastructure (NSDI) and system
   - Initiate development of the Human Resource Plan
   - Development of National Spatial Data Infrastructure (NSDI)
   - Finalization of National Development planning regulation
2. **Functional Think Tank**
   - Production of the Sixth Annual National Development Report (NDR) for FY2015/16.
   - Production of the Third Certificate of Compliance of the Annual Budget for FY2015/16.
   - Development of a comprehensive assessment and expenditure tracking framework
   - Preparation of project development and appraisal framework
   - Finalization of the computerized NDP M&E system
   - Preparation of Macroeconomic performance reports
   - Development of NDP Research Agenda and innovation framework
   - Preparation of Vision 20140 and Manifesto implementation and tracking framework
   - Development of four (4) Policy Issues papers
3. **Strengthening Planning capacity at National and LG Levels**
   - Training LGs and Sectors/MDAs on Participatory Development planning, Investment Appraisal, etc.
   - Preparation of Participatory Development Planning Mannuals for Local Governments

4. **Coordination of Global, Regional and Cross-Sectoral National Initiatives**
   - Production of the APRM Country Review Report
   - Participation in Global and regional engagements, e.g. COMESA, AfDB, EAC, UNDESA, IGAD, UNFCCC and IAEA
   - Participation in APRM Summits and Universal Periodic Review and Pan African-Parliament Sessions and sessions of the ACHPR and AU Summit
   - Support National Governance Council (NGC) activities
5. **Finance and Administrative Support Services**

- Institutional capacity building (Staff recruitment and career development)
- Improving working environment (provision of office equipment, vehicles, etc.)
- Support oversight functions/activities of the Executive Board, ED, DPP, DED and Internal Audit
- Preparation of Statutory reports and work-plans (Accounts, Audits, NPA Annual Report, MPS, BFPs, and Quarterly Progress)
- Development and maintenance of a functional ICT environment for improved institutional efficiency and effectiveness through local area network (LAN), staff appraisal and reporting system & website redesigning
- Support payment of staffs' subscriptions to professional bodies
- Repairs and remodelling of the Planning House

7.0 CONCLUSION AND RECOMMENDATIONS

7.1 CONCLUSION

NPA was able to deliver on most of its outputs with the available limited resources however, this challenges continues to affect the efficiency and effectiveness of the service delivery.

The task of Planning, monitoring, evaluation and policy research is enormous and it requires adequate finances, technical expertise and human resource numbers. The Government is obliged to allocate sufficient financial resources to NPA to enable it address the persistent challenges hampering operations and consequently affecting delivery of the planning service.

Due to budgetary constraints, the following were priority activities which could not be taken: dissemination of the NDPII and Uganda Vision 2040; production of the NDPII popular version; development of the computerized NDP M&E system; production of NDPII baseline Survey Report; Production of NDPI (2010/11 – 2015/16) Evaluation report; and undertaking policy evaluation studies on Universal Primary Education and Decentralization. The Authority strives to deliver on its mandate albeit the prevailing budgetary deficits.

7.2 RECOMMENDATIONS

Recommendations and way forward on activities/ medium term plans

NPA should obtain the physical infrastructure, human capital organisational set up and the financial needs necessary or else the Authority performance is curtailed within the current complex environment of scarce resources. There is need to tackle head on the means to build and sustain the Authority's capacity. Specifically;

(a) Financing by Government of Uganda

The MoFPED should fully fund NPA to avoid challenges associated with over reliance on external financial support. The non-wage should be raised in the medium term expenditure framework ceilings to enable NPA meet its contractual obligations. In addition, the MoFPED should provide adequate Capital Development to enable NPA expedite the process of constructing new offices and retooling

(b) Enhancing Efficiency and Effectiveness through re-aligning staff to the approved staff Establishment and Structure

The realignment process should be expedited for increased efficiency, effectiveness, motivation and retention of staff.

(c) Human Resource Development and Continuous Management development

❖ Continued support to staff to undertake work improvement courses and studies and the implementation of the Staff Training and Development Policy is paramount.

❖ The main lessons emerging out of the performance of the HR function for the period ending 30th June, 2016, indicate the importance of continuous management development and training for Senior Staff and Managers and thus limiting over reliance to the costly individual consultants.

❖ Secondly, for management development and training to be effective, it must be NPA mandate-specific, demand-driven and job-related.

❖ Thirdly, NPA needs to accord great importance and priority to management development and training i.e. resource allocation and management of the human resources development and training function, which, although a prime responsibility of all supervisors, should be coordinated at management level. Since one of the reasons cited is lack of adequate managerial capacity, NPA needs to evolve new dimensions to its ways of executing its programmes through training, consultancy and research. With respect to managerial skills development, there is need for continuous capacity-building for management development not only within NPA

(d) Automating the new Staff Performance Management System

NPA needs to expedite the process of automating its manual dominated performance management system.

APPENDICES

Appendix 1: Core Drafting Team

S/No	Name	Title	Department
1.	Ssenyange Godfrey A. M. K	Senior Human Resource Officer	Finance & Administration
2.	Wambede Seth Kizangi	Senior Administrative Officer	Finance & Administration
3.	Richard Wansambo	Senior Planner - LG Planning	Economic & Strategic Planning
4.	Odoi L Ool Othieno	Senior Planner, Production and Trade	Production, Trade and Planning
5.	Mutabazi Judith Karungi	Planner, Population and Social Development	Social Development Planning
6.	Nokrach Chris Otim	Senior Monitoring and Evaluation Officer	Monitoring and Evaluation
7.	Epiaka William	Monitoring and Evaluation Officer	Monitoring and Evaluation
8.	Sebukeera Hennery	Planner Human Resource Planning and Development	Human Resource Planning
9.	Nakanjako Tatu	Assistant Research Officer	Governance
10.	Olowo Patrick	Senior Planner Macro Economics	Macro economics
11.	Abraham J B Muwanguzi	Senior Planner Technology and Industry	Infrastructure and Physical Planning
12.	Nabiddo Winnie	Senior Planner Monitoring and Evaluation	Monitoring and Evaluation
13.	Kabagambe Sufian	Assistant Research Officer	Monitoring and Evaluation
14.	George Mutagubya	Communications / Public Relations Officer	Executive Director

Appendix 2: Human Resource and Staffing of NPA

Table 7. 1: Establishment and Staffing levels for NPA by 30 June 2016

	FUNCTIONAL THINK TANK				
A1	**EXECUTIVE AUTHORITY AND IMMEDIATE STAFF**				
A.1.1	*OFFICE OF THE CHAIRPERSON*				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Chairperson	NPA-SS (i)	1	1	0
2	Technical Advisor (Board)	NPA-OS-3	1	1	0
3	Senior Administrative Secretary	NPA-OS-5	1	1	0
4	Driver	NPA-OS-8	1	1	0
5	Office Attendant	NPA-OS-8	1	0	1
A.1.1	**Subtotal Office CP**		**5**	**4**	**2**
A.1.2	*OFFICE OF THE DEPUTY CHAIRPERSON*				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Deputy Chairperson	NPA-SS (ii)	1	1	0
2	Senior Administrative Secretary	NPA-OS-5	1	0	1
3	Administrative Secretary	NPA-OS-6	0	1	0
4	Driver	NPA-OS-8	1	1	0
A.1.2	**Subtotal Office DEP.CP**		**3**	**3**	**1**
A.1.3	*OFFICES OF THE THREE AUTHORITY MEMBERS*				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Authority member	NPA-SS (iii)	1	1	0
2	Authority Member	NPA-SS (iii)	1	1	0
3	Authority Member	NPA-OS-8	1	1	0
4	Driver	NPA-OS-8	1	1	0
5	Driver	NPA-OS-8	1	1	0
6	Driver		1	1	0
A.1.3	**Sub Total Offices of Authority Members**		**6**	**6**	**0**
A.1	**Subtotal - Executive Authority offices**		**14**	**13**	**3**
	DIRECTORATE RESEARCH AND DEVELOPMENT PERFORMANCE				
A2	**DIRECTORATE COORDINATION OFFICE**				

	POST / TITTLE	Scale	EST	F	V
1	Director, Research and Development Performance	NPA-OS-2	1	-	1
2	Director, Policy Research and Innovation	NPA-OS-2	-	-	-
3	Senior Planner - Project Development	NPA-OS-4	1	-	1
4	Planner - Project Development	NPA-OS-5	1	-	1
5	Administrative Secretary (Directorate)	NPA-OS-6	1	0	1
6	Driver	NPA-OS-8	1	-	1
A2	*Sub Total*		**5**	**-**	**5**
A3	**DEPARTMENT OF POLICY RESEARCH AND INNOVATION**				
	POST / TITTLE	Scale	EST	F	V
1	Head Policy, Research and Innovation	NPA-OS-3	1	1	-
2	Senior Planner Policy, Research and Innovation	NPA-OS-4	1	1	-
3	Senior Planner Policy Research and Innovation	NPA-OS-4	1	-	1
4	Planner Policy Research and Innovation	NPA-OS-5	1	-	1
5	Planner Policy Research and Innovation	NPA-OS-5	1	-	1
6	Planner Policy Research and Innovation	NPA-OS-5	1	-	1
7	Planner Policy Research and Innovation	NPA-OS-5	1	-	1
8	Senior Information Management Officer	NPA-OS-4	1	-	1
9	Resource Centre Officer	NPA-OS-5	1	-	1
10	Assistant Research Officer	NPA-OS-6	-	1	1
A3	**Sub-Total**		**9**	**3**	**8**
A4	**DEP. OF MONITORING & EVALUATION**				
	POST / TITTLE	Scale	EST	F	V
1	Head Monitoring and Evaluation	NPA-OS-3	1	1	-
2	Senior Monitoring and Evaluation Officer	NPA-OS-4	1	1	-
3	Senior Planner Monitoring and Evaluation	NPA-OS-4	1	1	-
4	Senior Planner Monitoring and Evaluation (Compliance)	NPA-OS-4	1	1	-
5	Senior Monitoring and Evaluation Officer (Vision / Manifesto)	NPA-OS-4	1	-	1
6	Monitoring and Evaluation Officer	NPA-OS-5	1	1	-
7	Monitoring and Evaluation Officer	NPA-OS-5	1	-	1
8	Monitoring and Evaluation Officer	NPA-OS-5	1	-	1
9	Assistant Research Officer	NPA-OS-6	-	1	-

A4	**Sub-Total**		**8**	**6**	**3**
A5	**DEPARTMENT OF MACRO ECONOMICS**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Head Macro Economics	NPA-OS-3	1	1	-
2	Senior Macro - Economist	NPA-OS-4	1	1	-
3	Senior Macro - Economist	NPA-OS-4	1	-	1
4	Planner Macro - Economics	NPA-OS-4	1	-	1
5	Planner Macro- Economics	NPA-OS-5	1	-	1
6	Assistant Research Officer	NPA-OS-6	-	1	-
A5	**Sub-Total**		**5**	**3**	**3**
A6	**INFORMATION COMMUNICATION TECHNOLOGY DEPARTMENT**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Head Information, Communication Technology	NPA-OS-3	1	1	0
2	Senior Planner - Information Communication and Technology	NPA-OS-4	1	1	0
3	Senior Systems Administration Officer	NPA-OS-4	1	0	1
4	Systems Administration Officer	NPA-OS-5	1	1	0
5	Planner Information Communication Technology	NPA-OS-5	1	0	1
A6	**Sub-Total**		**5**	**3**	**2**
A7	**DEPARTMENT OF GOVERNANCE AND PUBLIC SECTOR PLANNING;**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Head Governance & Pub. Sector Planning	NPA-OS-3	1	1	-
2	Senior Planner- Governance	NPA-OS-4	-	1	-
3	Senior Planner JLOS and Defence	NPA-OS-4	1	-	1
4	Senior Planner - APRM	NPA-OS-4	1	-	1
5	Senior Planner PSM and PA	NPA-OS-4	1	-	1
6	Senior Planner ACCT and L	NPA-OS-4	1	-	1
7	Planner JLOS and Defence	NPA-OS-5	1	-	1
8	Planner - APRM	NPA-OS-5	1	-	1
9	Planner PSM and PA	NPA-OS-5	1	-	1
10	Planner ACCT and L	NPA-OS-5	1	-	1
11	Assistant Research Officer	NPA-OS-6	-	1	-
A7	**SubTotal**		**9**	**3**	**8**

	DIRECTORATE TOTAL (A2 TO A7		**41**	**18**	**29**
A	**TOTAL FUNCTIONAL THINK TANK**		**55**	**31**	**32**
B	**ADMINISTRATION SUPPORT SERVICES**				
B1	**EXECUTIVE DIRECTIVE IMMEDIATE STAFF**				
0	**POST / TITTLE**	**Scale**	**EST**	**F**	**V**
1	Executive Director	NPA-OS-1(1)	1	1	0
2	Senior Administrative Secretary	NPA-OS-5	*1*	*0*	*1*
3	Administrative Secretary	NPA-OS-6	*0*	*1*	*0*
4	Driver ED	NPA-OS-8	1	1	0
5	Office Attendant	NPA-OS-8	1	0	1
B1	*SUB TOTAL*		**4**	**3**	**2**
B2	**DEPARTMENT OF INTERNAL AUDIT**				
B2	**POST / TITTLE**	**Scale**	**EST**	**F**	**V**
1	Head Internal Audit	NPA-OS-3	1	1	0
2	Senior Internal Auditor	NPA-OS-4	1	0	1
B2	**SubTotal**		**2**	**1**	**1**
B3	**DEPARTMENT OF FINANCE AND ACCOUNTS**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Head Finance and Administration	NPA-OS-3	0	1	0
2	Head Finance and Accounts	NPA-OS-3	1	0	1
3	Senior Accountant	NPA-OS-4	1	0	1
4	Accountant	NPA-OS-5	1	0	1
5	Accountant	NPA-OS-5	1	0	1
6	Accounts Officer	NPA-OS-5	0	1	0
7	Assistant Accountant	NPA-OS-5	0	1	0
8	Accounts Assistant / Cashier	NPA-OS-6	1	1	0
9	Accounts Assistant / Cashier	NPA-OS-6	1	0	1
B3	**SubTotal**		**6**	**4**	**5**
B4	**PROCUREMENT & DIS. UNIT**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Senior Procurement Officer	NPA-OS-4	1	1	0
2	Procurement Officer	NPA-OS-5	1	1	0
3	Procurement Officer	NPA-OS-5	1	0	1

	POST / TITTLE	Scale	EST	F	V
4	Assistant Procurement Officer	NPA-OS-6	1	1	0
B4	**SubTotal**		**4**	**3**	**1**
B5	**DED IMMEDIATE OFFICE**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Deputy Executive Director	NPA-OS1(2)	1	1	0
2	Senior Legal Officer	NPA-OS-4	1	0	1
3	Senior Corporate Planner	NPA-OS-4	1	0	1
4	Corporate Planner	NPA-OS-5	1	0	1
5	Senior Communications Officer and Public Affairs Officer	NPA-OS-4	1	0	1
6	Communications Officer / Public Relations Officer	NPA-OS-5	1	1	0
7	Assistant Public Relations Officer (Front Desk / Reception)	NPA-OS-6	1	0	1
8	Assistant Public Relations Officer (Front Desk / Reception)	NPA-OS-6	1	0	1
9	Senior Administrative Secretary	NPA-OS-5	*1*	*0*	*1*
10	Administrative Secretary	NPA-OS-6	*0*	*1*	*0*
11	Driver DED	NPA-OS-8	1	1	0
B5	**Sub-Total**		**10**	**4**	**7**
B6	**HUMAN RESOURCE MANAGEMENT & ADMINISTRATION DEP.**				
B6-1	**HUMAN RESOURCE MANAGEMENT**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Head Human Resource and Administration	NPA-OS-7	1	0	1
2	Senior Human Resource Officer	NPA-OS-4	1	1	0
3	Human Resource Officer	NPA-OS-5	1	1	0
4	Human Resource Officer	NPA-OS-5	1	0	1
5	Assistant Human Resource Officer	NPA-OS-6	0	1	0
6	Records Management Officer	NPA-OS-5	1	0	1
7	Administrative Assistant (Records)	NPA-OS-7	1	1	0
8	Driver	NPA-OS-8	1	1	0
B6-1	**SubTotal**		**7**	**5**	**3**
B6-2	**ADMINISTRATION**				
	POST / TITTLE		**EST**	**F**	**V**

	POST / TITTLE	Scale	Appr	F	V
1	Senior Administration Officer	NPA-OS-4	1	1	0
2	Administrative Officer	NPA-OS-5	1	0	1
3	Administrative Officer	NPA-OS-5	1	0	1
4	Administrative Secretary (Pool)	NPA-OS-6	1	0	1
5	Administrative Secretary (Pool)	NPA-OS-6	1	0	1
6	Administrative Secretary (Pool)	NPA-OS-6	1	0	1
7	Assistant Administrative Officer	NPA-OS-6	0	1	0
8	Assistant Administrative Secretary	NPA-OS-6	*0*	*1*	*0*
9	Assistant Administrative Secretary (Reception)	NPA-OS-6	0	1	0
10	Administrative Assistant (Stores)	NPA-OS-7	1	1	0
11	Administrative Assistant (Stores)	NPA-OS-7	1	0	0
12	Administrative Assistant (Security)	NPA-OS-7	1	1	0
13	Administrative Assistant (Transport)	NPA-OS-7	1	0	1
14	*Driver - Pool*	NPA-OS-8	*1*	*1*	*0*
15	*Driver - Pool*	NPA-OS-8	1	1	0
16	Driver - Pool	NPA-OS-8	1	1	0
17	Driver - Pool	NPA-OS-8	1	1	0
18	Driver - Pool	NPA-OS-8	1	1	0
19	Driver - Pool	NPA-OS-8	1	1	0
20	Driver - Pool	NPA-OS-8	1	1	0
21	Office Attendant	NPA-OS-8	1	0	1
22	Office Attendant	NPA-OS-8	1	1	0
23	Office Attendant [Refreshments]	NPA-OS-8	1	1	0
24	Office Attendant [General Duties]	NPA-OS-8	1	1	0
B6-2	*SUB TOTAL*		**21**	**16**	**7**
B6	*SUB Total HRM and Admin. Dept (B6-1 +B6-2)*		**28**	**21**	**10**
	TOTAL, ED, DED, AUDIT, PROC HRM AND ADMIN		*54*	*36*	*26*
C	**FUNCTIONAL PLANNING SYSTEMS**				
	DIRECTORATE OF DEVELOPMENT PLANNING				
C1	**DIRECTORATE COORDINATION OFFICE**				
	POST / TITTLE	**Scale**	**Appr**	**F**	**V**
1	Director Development Planning	NPA-OS-2	1	1	0
2	Administrative Secretary	NPA-OS-6	1	0	1

	POST / TITTLE	Scale	EST	F	V
3	Assistant Administrative Secretary	NPA-OS-6	0	1	0
4	*Driver*	NPA-OS-8	1	0	1
C1	*SUBTOTAL*		**3**	**2**	**2**
C2	**DEPARTMENT OF STRATEGIC PLANNING**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Head Strategic Planning	NPA-OS-3	1	-	1
2	Head Economic & Strategic Planning	NPA-OS-3	0	1	0
3	Senior Planner Strategic Planning	NPA-OS-4	1	0	1
4	Senior Planner Development Policy	NPA-OS-4	0	1	0
6	Planner Strategic Planning	NPA-OS-5	1	0	1
7	Assistant Research Officer	NPA-OS-6	0	1	0
C2	**Sub-Total**		**3**	**3**	**3**
C3	**LOCAL GOVERNMENT PLANNING DEPARTMENT**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Head Local Government Planning	NPA-OS-3	1	-	1
2	Senior Planner - Local Government Planning	NPA-OS-4	1	1	-
3	*Senior Planner Local - Government Planning*	NPA-OS-4	1	1	0
4	Planner Local Government Planning	NPA-OS-5	1	0	1
5	Planner Local Government Planning	NPA-OS-5	1	0	1
6	Planner Local Government Planning	NPA-OS-5	1	0	1
7	Planner Local Government Planning	NPA-OS-5	1	0	1
8	Planner Local Government Planning	NPA-OS-5	1	0	1
9	Planner Local Government Planning	NPA-OS-5	1	0	1
C3	**Sub Total**		**9**	**2**	**7**
C4	**INFRASTRUCTURE AND PHYSICAL PLANNING DEP.**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Head Infrastructure, Industry and Physical Planning	NPA-OS-3	1	1	0
2	Senior Planner - Works and Transport	NPA-OS-4	1	0	1
3	Senior Planner, Physical Planning	NPA-OS-4	0	1	0
4	Senior Planner Physical and Spatial Planning	NPA-OS-4	1	0	1
5	Senior Planner Infrastructure	NPA-OS-4	0	1	0
6	Senior Planner Energy, Minerals, Oil and Gas	NPA-OS-4	1	0	1
7	Senior Planner Technology and Industry	NPA-OS-4	1	1	0

	POST / TITTLE	Scale	EST	F	V
8	Senior Planner - Urban Planning	NPA-OS-4	1	0	1
9	Planner Geographical Information Systems	NPA-OS-5	*0*	*1*	*0*
10	Planner - Works and Transport	NPA-OS-5	1	0	1
11	Planner - Energy, Minerals, Oil and Gas	NPA-OS-5	*1*	*0*	*1*
12	Planner Technology and Industry	NPA-OS-5	*1*	*0*	*1*
13	Planner - Urban Planning	NPA-OS-5	*1*	*0*	*1*
14	Physical and Spatial Planning	NPA-OS-5	1	0	1
15	GIS Assistant (Data Base Management)	NPA-OS-7	1	0	1
16	GIS Assistant (Mapping and Cartography)	NPA-OS-7	1	0	1
C4	*Sub-Total*		**13**	**5**	**11**
C5	**HUMAN RESOURCE PLANNING AND DEVELOPMENT DEP.**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Head Human Resource Planning & Development	NPA-OS-3	1	1	0
2	Senior Planner, Human Resource Planning & Devt	NPA-OS-4	1	0	1
3	Planner Human Resource Planning & Development	NPA-OS-5	1	0	1
4	Planner Human Resource Planning & Development	NPA-OS-5	1	1	0
5	Planner Human Resource Planning & Development	NPA-OS-5	1	1	0
C5	**Sub-Total**		**5**	**3**	**2**
C6	**DEP. OF PRODUCTION, TRADE AND TOURISM**				
	POST / TITTLE	**Scale**	**EST**	**F**	**V**
1	Head Production and Trade Planning	NPA-OS-3	1	1	0
2	Senior Planner, Production and Trade	NPA-OS-4	0	1	0
3	Senior Planner - Agriculture	NPA-OS-4	1	0	1
4	Senior Planner - Trade and Tourism	NPA-OS-4	1	0	1
5	Senior Planner - Environment and Natural Resources	NPA-OS-4	1	0	1
6	Planner, Agriculture	NPA-OS-5	1	0	1
7	Planner - Environment	NPA-OS-5	1	0	1
8	Planner - Environment	NPA-OS-5	1	0	1
9	Planner, Trade and Tourism	NPA-OS-5	1	0	1
10	Assistant Research Officer	NPA-OS-6	-	1	-
C6	**Sub-Total**		**8**	**3**	**7**
C7	**DEPARTMENT OF SOCIAL SECTOR DEVELOPMENT**				

		POST / TITTLE	Scale	EST	F	V
	1	Head, Population and Social Sector Planning	NPA-OS-3	1	1	-
	2	Senior Planner, Health and Nutrition	NPA-OS-4	1	-	1
	3	Senior Planner Education and Skills Development	NPA-OS-4	1	-	1
	4	Senior Planner- Pop, Gender & Social Development	NPA-OS-4	*1*	*1*	-
	5	Planner, Population and Social Development	NPA-OS-5	1	1	-
	6	Planner, Health and Nutrition	NPA-OS-5	1	-	1
	7	Planner Education and Skills Development	NPA-OS-5	1	-	1
C7		**Sub-Total**		**7**	**3**	**4**
	c	**TOTAL FUCTIONAL PLANNING SYSTEMS**		**48**	**21**	**36**
		GRAND TOTAL: THINK TANK, ADMI AND PLAN. SYSTEMS		*157*	*88*	*63*

Appendix 3: NPA ORGANOGRAM

Key

Vacant	-	Orange
Filled	-	Green

Executive Board Members (Chair, D/C, Auth Members)

Exec Director.

Dep. Exec. Director

DIRECTOR DEVELOPMENTPLANNING

DIRECTOR POLICY RESEARCH AND INNOVATION

Head, Econ. & Strategic Planning

Head, IP& PP

Head, ICT Planning

Head, Human Resource Planning &Dev't

Head, Production and trade planning

Head, Social Development Planning

Head, GOV& PSM

Head, M&E

Head, Policy R&I

Head, Macro-economics

2 SP. (Dev't Policy &LG Planning)

2 SP (Inf. & PP)

2 SP (ICT&GIS),

2 SP (Human Resource Planning & Dev't)

2 SP (Prod.& Trade)

2 SP (Health and Nutrition, Popn& gender Soc.

2 SP (Gov& PSM)

2 Sen. Off. (Monitoring &Evaluation)

2 Sen. (Policy Research &Innov.)

2 Sen. Macro-Econ

2 Planners (Dev't Policy &LG Planning

3 Planners(Energy , Trans, PP, STI, Oil& gas and

2 Planners (MIS, ICT,

2 Planners (HRP, Educ, & HRD)

3 Planners (Agric, Land & Env, Trade & Tourism)

2 Planners(Health, Popn& Soc. Devt, Gender)

2 off. (Gov, PSM)

2 Monitoring evaluation

2 Officers Research &Innov/ Resource Centre

1 macro Econ

6 Assistant Research Officers

Head Audit

Head F&A

Senior Technical Advisor -CP

Sen. Proc. Off.

SHRO

Sen.Accountant

1Sen.Admin Officer

Int. Auditor

2PO

1 Systems Admin. Officer

1 Record Off.

2 Accounts officer

1 Admin Officer

1 Com/PR Officer

Sen. Admin Sec.- CP

Admin. Secretary (VC & AM)

Admin. Secretary (ED)

1 Assistant Systems Administrator

Asst. Admin. Secretary

1Accts Assts/Cashier

2 Asst. Admin. Secretaries

3 Admin assist (trans, stores, Secu)

13 Drivers

6 Off. Attendants, 1 Gardener