



SECTOR CAPACITY DEVELOPMENT PLAN

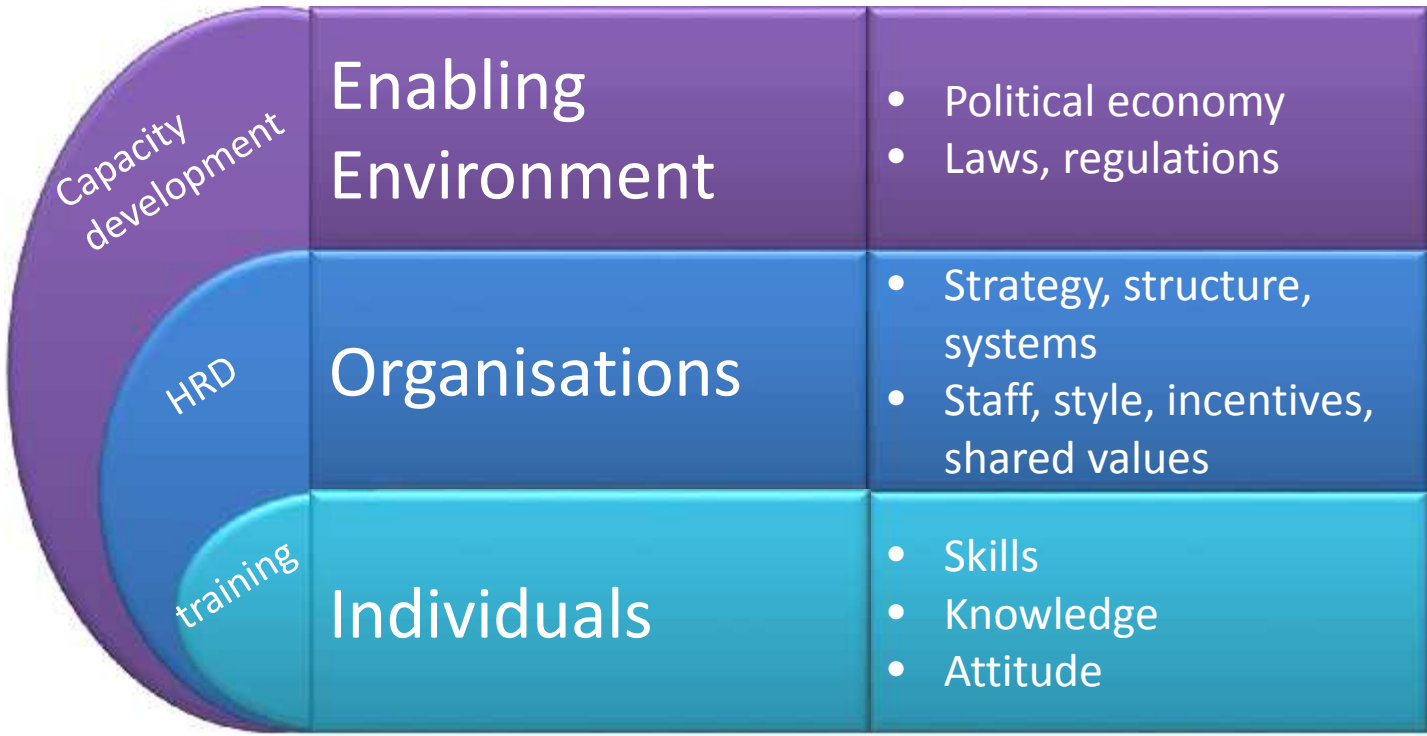
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5 April 2017

3 levels of capacity

Concepts



Capacity in the public sector is often slow and incremental as it depends many factors at all levels



Ministry of Water and Environment
Joint Technical Review 2017

Undertaking 11: Finalise the development of costed CD plans for the departments of the MWE + agencies and embark on implementation by end of FY 2016/17. Continue with Implementation into 2018

Undertaking 12: Develop a strategy to systematically build the capacity of middle and lower level sector personnel in leadership and managerial skills to address emerging sector demands by the end of FY 2016/17.

Intended Outcomes

- 3 year Costed CD plan for W+E sector (2013/18)
- Improve capacity to implement CD interventions in a coordinated manner
- Mobilisation of funds for CD activities in the W+E sector
- **Alignment** to sector goals (*JWESSP*)
- Succession plans developed & well coordinated.

Scheduled Deliverables (U- 11)

- Finalise the costed CD plans for UWSSD, Regulation and Water Resources Management.
- Implement training plans 5 Departments of MWE and UNMA
- Sub Sector Thematic Committee meetings Convened Quarterly to review the progress of Undertakings + issues related to Sector CD

Progress: Where are we?

- Capacity Needs Assessment completed and a draft report presented(DWRM)
- Findings categorized under
 - a) Authority to implement DWRM mandate
 - b) Organizational structure
 - c) Performance management
 - d) Leadership and management
 - e) Technical skills
 - f) Communication & stakeholder engagement
 - g) Implementation of catchment plans
 - h) Knowledge management



Next steps

- Final Capacity Needs Assessment report
- ✓ Feed back from the steering committee
- ✓ Stakeholder validation meeting
- ✓ Prioritization of the capacity needs
- Capacity Development Strategy (CDS)
- ✓ Consultations & identification of interventions, approaches & monitoring indicators
- Capacity Developing Plan (CDP)
- ✓ Identification of short term, intermediate & long term interventions and costing them
- Implementation of the CDP



SUPPORT TO DEVELOPMENT OF HUMAN RESOURCES (SDHR)

Overview progress in the Environment Sector

- **6 selected Beneficiary Organisations:** MoWE - Wetlands Management Department, MoWE - Forestry Support Services Department, MoWE - Climate Change Department, MoWE - Uganda National Meteorological Authority, MoWE - Policy and Planning department, MoWE - Finance and Administration Department.
- **Phase 1 - Organizational readiness for change - Key Achievements 2015:**
 - 6 organisations have fully owned goals for organisational improvement.
 - Memorandum of Understanding signed with 6 organisations.
 - Organisations are satisfied with the relevance of their improvement areas (average score of 4,23 on a scale of 5).
- **Phase 2 - Planning for change focusing on Development of Human Resources - Key Achievements 2016:**
 - 6 organisations have a fully-owned HRD/ training plan and budget that is.
 - Organisations are satisfied with the quality and comprehensiveness of their plan (average score of 3,91 on a scale of 5).
- **Phase 3 - Action focusing on Development of Human Resources and transfer of learning - Key Achievements Q4 2016-Q1 2017):**
 - 7 staff members of UNMA and 1 staff member of FSSD started long term training.
 - Short course for UNMA (weather prediction), FSSD and CCD (GIS) in preparation stage.

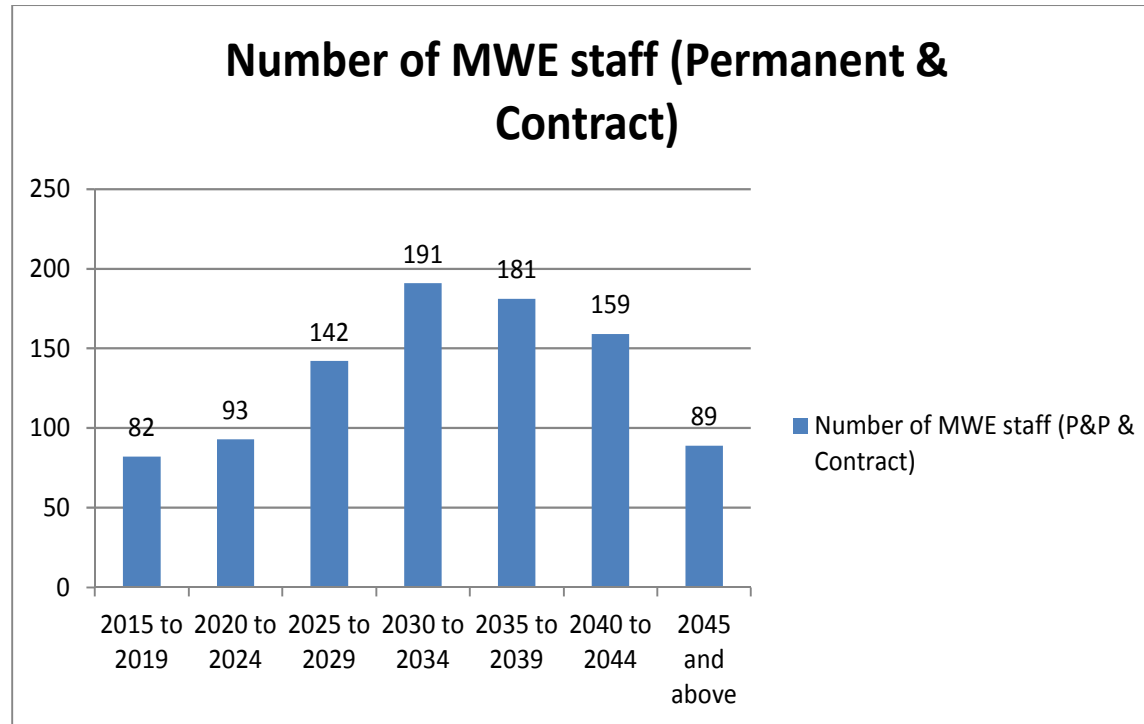
Scheduled Deliverables (U- 12)

- Analyse staff database for retirement in next 5 yrs
- Identify future leaders for Career Planning.
- **Principal Officers & Assistant Commissioners**
- Design Systematic CD programme for future Leaders
- Finalise collaboration mechanisms with Makerere University (WaSo Project) for CD support to middle level managers in the sector.

Progress

- Analysis of HR data base finalised for MWE, NWSC + on-going for the UNMA, LGs + other agencies
- Future leaders for career planning mapped out + analysis of JDs on going(using JAT)
- Draft MoU with Makerere University(WaSo) prepared/to be finalised

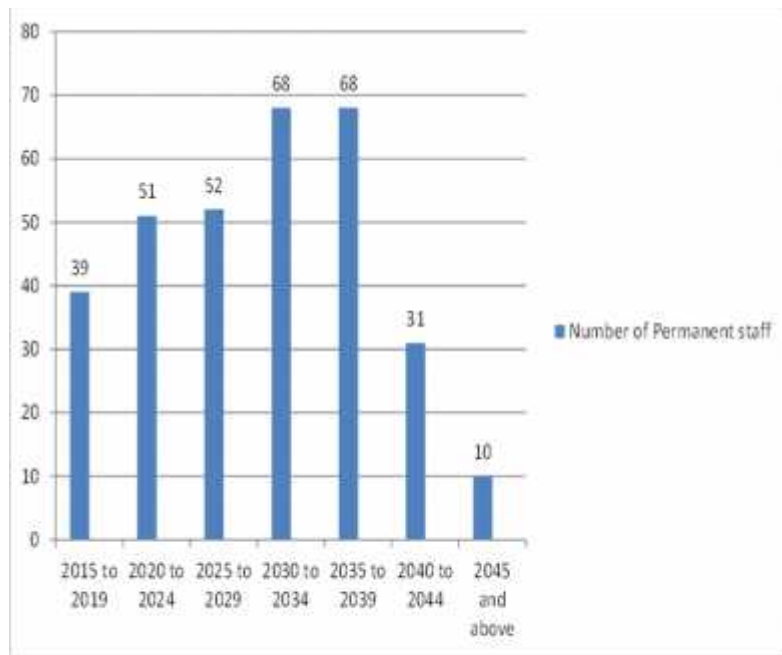
Career/Succession Planning



Number of staff to retire in the year ranges

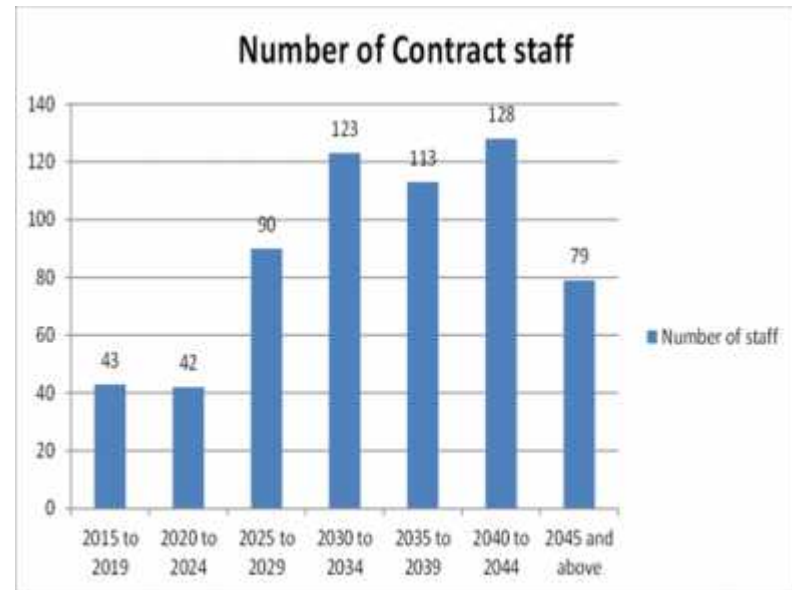
Succession/Career Planning

MWE Permanent Staff



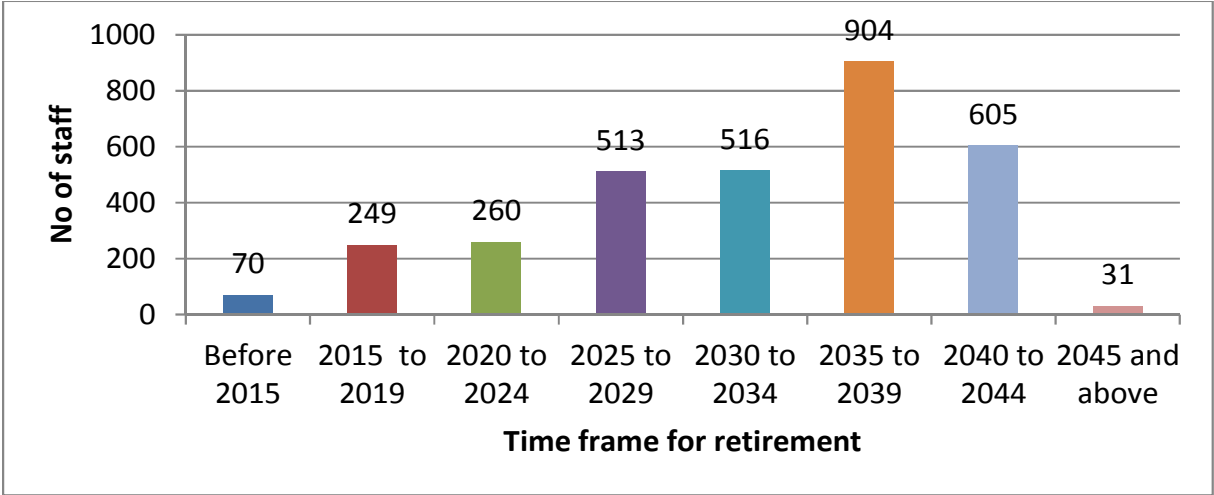
Number of Permanent staff to retire in the year ranges

MWE Contract Staff



Number of contract staff to retire in the year ranges

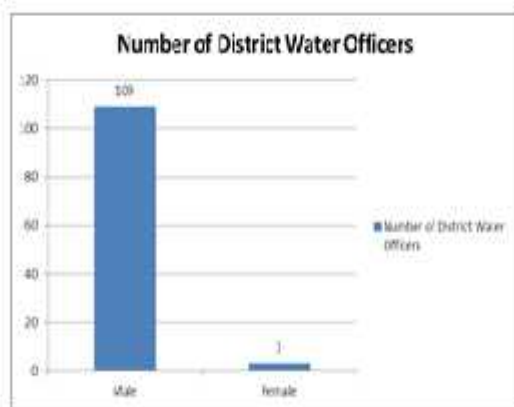
Career/Succession Planning - NWSC



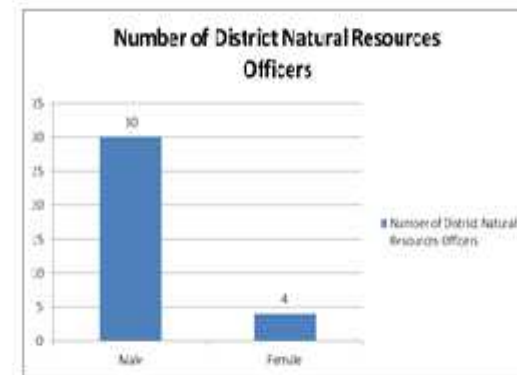
Timeframe for retirement of the current NWSC staff

Career/Succession Planning

District Water Officers



District ENR Officers



Key Challenges

- Desk Officers Understand CD, But HR Managers & Senior Management yet to be fully engaged
- Enabling Environment & Organization Structure are Key Influencers of Performance, but are Outside the Ambit of CD Thematic WG
- Many Vacant positions & Reliance on Contract Staffing.

Key Challenges

No Funding for :

- Water for Production,
- Water and Environment Sector Liaison,
- Environment,
- Rural Water Supply.

Public Services Regulations Restrict

- pre-selection of future leaders and
- structured training for contract staff

A white rectangular card is placed diagonally over a bouquet of flowers. The card has the words "Thank You!" written in a black, cursive font. The bouquet consists of several pink daisy-like flowers with yellow centers, set against a background of green leaves and more pink flowers. The entire scene is framed by a thin orange border on the left and right sides, and a small blue square is visible in the bottom right corner.

Thank You!