



**MINISTRY OF EDUCATION AND SPORTS**

**DIRECTORATE OF INDUSTRIAL TRAINING**

**STRATEGIC PLAN 2011/12-2015/16**

**MAY 2011**

# TABLE OF CONTENTS

<b>TABLE OF CONTENTS .....</b>	<b>II</b>
<b>LIST OF ACRONYMS AND ABBREVIATIONS .....</b>	<b>III</b>
<b>FOREWORD.....</b>	<b>IV</b>
<b>1.0 INTRODUCTION .....</b>	<b>1</b>
1.1 DIT AND THE DEVELOPMENT AGENDA .....	1
1.2 THE DIRECTORATE OF INDUSTRIAL TRAINING.....	1
1.3 THE STRATEGIC PLANNING PROCESS .....	2
<b>2.0 SITUATION ANALYSIS.....</b>	<b>2</b>
2.1 THE SWOT ANALYSIS.....	2
2.2 RISK ANALYSIS.....	3
2.3 KEY STRATEGIC ISSUES.....	5
2.3.1 <i>DIT's scope, visibility and quality of services</i> .....	5
2.3.2 <i>Framework for identification, management and monitoring of partnerships and collaborations</i> .....	5
2.3.3 <i>Resource diversification, infrastructure and sustainability</i> .....	5
2.3.4 <i>Human Resource Capacity</i> .....	6
2.3.5 <i>Leadership and Management</i> .....	6
<b>3.0 DIT' 2011/12-2015/16 STRATEGIC DIRECTION.....</b>	<b>7</b>
3.1 STRATEGIC POSITIONING.....	7
3.2 DIT'S STRATEGIC FRAMEWORK.....	7
3.2.1 <i>Vision</i> .....	7
3.2.2 <i>Mission</i> .....	7
3.2.3 <i>Strategic Objectives</i> .....	7
3.2.4 <i>DIT's core values</i> .....	9
3.3 CRITICAL SUCCESS FACTORS.....	10
3.4 KEY STRATEGIC ACTIONS FOR EACH STRATEGIC OBJECTIVE.....	10
<b>4.0 IMPLEMENTATION OF THE STRATEGIC PLAN.....</b>	<b>13</b>
<b>5.0 MONITORING AND EVALUATION: HIGHER LEVEL RESULTS MATRIX .....</b>	<b>15</b>

## LIST OF TABLES AND FIGURES:

TABLE 1: SUMMARY OF THE STRENGTHS AND WEAKNESSES .....	2
TABLE 2: SUMMARY OF THE OPPORTUNITIES AND THREATS.....	3
TABLE 3: SUMMARY OF THE RISK ANALYSIS OF DIT .....	4
FIG 1:DIT STRATEGIC FRAMEWORK 2011/12-2015/16 .....	8
TABLE 4: FIVE YEAR IMPLEMENTATION PLAN.....	13
APPENDIX 1:DIT STRATEGIC RESULT FRAMEWORK.....	16

## **LIST OF ACRONYMS AND ABBREVIATIONS**

ATP	-	Assessment and Training Package
BTVET	-	Business, Technical, Vocational Education and Training
DIT	-	Directorate of Industrial Training
EAC	-	East African Community
ESC	-	Education Service Commission
ICT	-	Information Communication Technology
ITC	-	Industrial Training Council
MoES	-	Ministry of Education and Sports
MOU	-	Memorandum of Understanding
MoV	-	Means of Verification
NDP	-	National Development Plan
PAF	-	Poverty Alleviation Fund
PEVOT	-	Promotion of Employment-Oriented Vocational and Technical Training
PPP	-	Public Private Partnership
PWDs	-	People with Disabilities
SOs	-	Strategic Objectives
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TVET	-	Technical, Vocational Education and Training
UPPET	-	Universal Post Primary Education and Training
UVQF	-	Uganda Vocational Qualifications Framework

## FOREWORD

The Directorate of Industrial Training (DIT) was first established by the Industrial Training Decree, Decree No 2 of 1972, which subsequently became the Industrial Training Act of 2003. The Decree mandated the DIT, among others, to develop policies, and implement strategies for skills training, upgrading, and testing of workers in industries and apprentices in workplaces as well as those persons training in the world of work.

In recognition of the critical roles that the Business, Technical, Vocational Education and Training (BTVET) system is expected to play in Uganda's development agenda, a new law, the BTVET Act was enacted in August 2008. This Act is the principal legal instrument that mandated the DIT to carry out new roles and functions that shall be instrumental in implementing major reforms in the BTVET system. Some of the most important objectives and provisions in the Act are:

- i) The separation of the training delivery of BTVET from quality assurance
- ii) The establishment of the Uganda Vocational Qualifications Framework (UVQF)
- iii) The continuation of the existence of the DIT subject to the Act with new and challenging roles and functions, and
- iv) The establishment of the Industrial Training Council (ITC) as the policy making organ and supervisory body of the DIT.

To enable and facilitate the operations of the DIT according to the provisions of the BTVET Act 2008, and in conformity with the National Development Plan 2011/12 – 2014/15, it was observed that there was need for the DIT to develop a Strategic Plan that will re-direct and focus on its operations. Therefore, the ITC, under its functions given in the BTVET Act 2008, led the consultative processes with its key partners and clients that have led to the production of this Strategic Plan.

This five year Strategic Plan has been developed to provide the DIT with guidance, focus and sense of direction in addressing its new roles. The Plan is guided by priorities grounded in the NDP which is the Government's blue-print for development.

This DIT Strategic Plan 2011/12 – 2015/16 has also been developed to conform to the strategies, principles and objectives of the proposed BTVET Strategic Plan 2012/13 – 2020/21.

It is hoped that this Plan will stimulate increased investments, actions and participation by all stakeholders, including Government and Education Development Agencies, which will result into an efficient and effective DIT, which in turn, shall lead to the achievement of the reformed BTVET system.

In conclusion, I would like to sincerely thank the Ministry of Education and Sports and all those stakeholders who participated and aided the development of this Plan. In particular, I wish to thank UGAPRIVI, GIZ/PEVOT, JICA, PSFU, USSIA, BTVET Department, Director and staff of the DIT, and ITC members for their invaluable inputs.

I would like, in a special way, to thank Dr. Wilberforce Turyasingura, the UMI Consultant who guided the entire process that led to the production of this Plan.

Prof. Eriabu Lugujjo  
Chairman, ITC

# **1.0 INTRODUCTION**

## **1.1 DIT AND THE DEVELOPMENT AGENDA**

The Government of Uganda recognises that one of the key drivers of national development is the provision of quality education and training whose products are not job seekers but job creators. Business, Technical, Vocational Education and Training (BTJET) constitutes a core platform upon which this aspiration can be realised; a fact underscored by the National Development Plan (NDP) section 7.3 subsections 540-542. Over the past five years, BTJET enrolment has been increasing by 14.5% but in order for it to adequately contribute to economic prosperity through job creation, this subsector should have at least 30% of post primary enrolment. Increased enrolment and demand for relevant skills however needs to be matched with the ability to check the quality of the training programmes offered by both the public and private service providers through certification, accreditation and assessment, a role mandated to the Directorate of Industrial Training (DIT) by the BTJET Act of 2008. DIT has been implementing a 5-year Strategic Plan (2005-2010) which has come to an end necessitating the development of the new Strategic Plan (2011/12-2015/16) to guide its future operations and to consolidate on the achievements of the previous plan.

## **1.2 THE DIRECTORATE OF INDUSTRIAL TRAINING**

DIT was established by Decree number 2 of 1972, which later changed into an Act of Parliament. Originally DIT had both quality assurance and training delivery roles.

The Directorate now derives its mandate from the Business, Technical, Vocational Education and Training (BTJET) Act, 2008 sections 13-21 in particular. Section 14 stipulates the functions of the Directorate as follows:

- a. To identify the needs of the labor market for occupational competencies that fall under the Uganda Vocational Qualifications Framework (UVQF)
- b. To regulate apprenticeship schemes
- c. To foster and promote entrepreneurial values and skills as an integral part of the UVQF
- d. To secure adequate and sustainable financing for the efficient operations of the Directorate
- e. To accredit training institutions or companies as UVQF assessment centers
- f. To assess and award Uganda Vocational Qualifications.
- g. To develop, apply, expand and improve the purposeful application of UVQF
- h. To promote on the job training in industry for apprenticeship, traineeship, and indenture training and other training such as further skills training and upgrading
- i. To prescribe the procedure for the making of training schemes.

From the functions outlined above, it is clear that DIT is to play a core role in the promotion and enforcement of quality standards in the Business, Technical, Vocational Education and Training. However, it is noted that although DIT has made major strides in the achievement of its targets in the previous years, a number of changes that have taken place in the operating environment have necessitated a development of a new Strategic Plan. DIT for example, requires tremendous

support for it to effectively execute its role. It has a great potential to contribute positively to national development through the promotion of vocational skills that will go a long way in alleviating the unemployment situation in Uganda. DIT has a major challenge of promoting its visibility to the public for it to be known and what it does. It lacks sufficient resources to carry out its mandate and play a leadership role in quality assurance.

### 1.3 *The Strategic Planning Process*

The Directorate is operating in a changing environment, hence a need to position itself to meet the changing needs of its stakeholders and meet the national development goals through provision of quality assurance services to the BTVET subsector. With a clear strategic direction, the Directorate will be able to re-position itself in line with modern governance principles and development trends so as to effectively fulfil its mandate and functions outlined in BTVET Act of 2008.

The Strategic Planning process was facilitated by an external consultant; and it included consultative meetings with the members of the Council and top management of DIT as well as a two-day Strategic Planning retreat attended by Council Members, Development Partners, selected staff members and other stakeholders.

## 2.0 SITUATION ANALYSIS

### 2.1 *The SWOT analysis*

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis looks at factors within and outside the Directorate which may either pose an advantage or a disadvantage to the Directorate’s operations and future ambitions. **Table 1** below summarizes strengths and weaknesses of the Directorate.

*Table 1: Summary of the Strengths and Weaknesses*

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Enactment of the BTVET Act of 2008</li> <li>• Existing staff structure</li> <li>• There is support from government</li> <li>• Growing public image through modular assessment for non formal training</li> <li>• Access to modern technology</li> <li>• Recognised by stakeholders</li> <li>• Have competently trained assessors and resource persons</li> <li>• Ability to impress customers</li> <li>• Has a functional governing body (ITC)</li> <li>• Committed staff</li> </ul>	<ul style="list-style-type: none"> <li>• Limited visibility</li> <li>• Unfilled positions in the staff establishment (majority in acting capacity)</li> <li>• Inability to attract competent staff</li> <li>• Budget not under Poverty Alleviation Fund (PAF)</li> <li>• Inadequate physical infrastructure</li> <li>• Inadequate provision for PWDs</li> <li>• Absence of technical sector committees</li> <li>• Inflexible assessment</li> <li>• Underfunding of DIT’s activities</li> <li>• Lack of accredited assessors</li> <li>• Limited coverage</li> <li>• Unapproved regulations</li> </ul>

**Table 2** below summarizes opportunities and threats to the Directorate which are categorized according to the Political, Economic, Social, and Technological (PEST) framework.

*Table 2: Summary of the Opportunities and Threats*

Opportunities	Threats
<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Support from Government and its agencies</li> <li>• Political stability</li> <li>• Revitalisation of the EAC</li> <li>• Implementation of the common market initiatives</li> <li>• Renewed political goodwill</li> <li>• Existence of government programmes for example non-formal training</li> </ul> <p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Enhanced demand for DIT services</li> <li>• Increasing numbers private providers</li> <li>• Improved Public, Private Partnerships</li> <li>• Increased demand for assessments</li> </ul> <p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Creation of employment</li> <li>• Growing public image</li> <li>• Large pool of unskilled and unemployed youth</li> <li>• Growing recognition of DIT</li> <li>• Universal Post Primary Education and Training (UPPET)</li> <li>• Harmonisation of TVET</li> </ul> <p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• New IC Technologies in place</li> </ul> <p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Amendment of the BTVET Act</li> </ul>	<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Hard to reach areas</li> <li>• The Directorate has not been granted full autonomous status</li> </ul> <p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Global financial crisis</li> <li>• Limited employment opportunities</li> <li>• Low salaries demand for DIT service</li> <li>• Slow rate of industrial development</li> <li>• Phasing out of programmes development partners for example PEVOT</li> </ul> <p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Negative attitude held towards vocational training</li> <li>• Population explosion</li> <li>• Unwillingness to change by some stakeholders</li> <li>• Poor image of DIT</li> </ul> <p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Continuously emerging technologies for quality assurance services</li> <li>• Lack of adequate assessment centres</li> </ul> <p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Slow implementation of the Act</li> <li>• Slow process of effecting amendments in the BTVET Act</li> <li>• Conflicting laws</li> <li>• Mismatch between the names and the functions of DIT</li> </ul>

## **2.2 Risk analysis**

The risk analysis identifies issues facing the Directorate and identifies risks associated with them. The analysis then goes ahead to rate the perceived level of risk in terms of whether it is high, medium and low. It then goes to identify mitigation measures to either reduce or eliminate the impact of the associated risks. **Table 3** below summarizes the risk analysis carried out for the Directorate.

**Table 3: Summary of the risk analysis of DIT**

#	ISSUES	ASSOCIATED RISKS	PERCEIVED LEVEL OF RISK			MITIGATION MECHANISMS
			High	Moderate	Low	
1	Limited financing and unpredictable funding flow	<ul style="list-style-type: none"> <li>Limited financial standing</li> <li>Inability to adequately deliver its services</li> </ul>	✓			<ul style="list-style-type: none"> <li>Intensify resource mobilisation</li> <li>Diversify the revenue sources</li> <li>Ensure efficiency in the utilization of available resources</li> </ul>
2	Weak liaison with other Institutions /partners	<ul style="list-style-type: none"> <li>Directorate services not highly sought after</li> </ul>	✓			<ul style="list-style-type: none"> <li>Establish framework for identification of partners and collaborators</li> <li>Enhance the Directorate's capacity to create and sustain partners</li> </ul>
3	Difficulty in enforcing quality	<ul style="list-style-type: none"> <li>Unqualified people on the market</li> <li>Poor delivery of services</li> <li>Qualifications may be compromised</li> </ul>	✓			<ul style="list-style-type: none"> <li>Strengthen enforcement mechanisms</li> <li>Establish regional assessment centers</li> <li>Strengthen enforcement mechanisms</li> </ul>
4	Limited awareness about the Directorate and its activities	<ul style="list-style-type: none"> <li>Limited demand for services</li> <li>Low support for its services</li> </ul>	✓			<ul style="list-style-type: none"> <li>Enhance the public relations function</li> <li>Develop and implement a visibility strategy for the Directorate</li> <li>Establish regional assessment centres</li> </ul>
5	Limited use of the media for marketing e.g. the website	<ul style="list-style-type: none"> <li>Information about the Directorate is not widely disseminated</li> </ul>	✓			<ul style="list-style-type: none"> <li>Revamp use of the website and other media for marketing the Directorate</li> </ul>
6	Inadequate staffing	<ul style="list-style-type: none"> <li>Inadequate service delivery</li> </ul>	✓			<ul style="list-style-type: none"> <li>Fill the staffing structure</li> <li>Match staffing with the structure</li> </ul>

The situation analysis (involving both the SWOT and risk analysis) culminates into key strategic issues that the Directorate needs to address in order to remain sustainable and relevant in the national and international arena in as far as the quality assurance service is concerned.

### **2.3 Key strategic issues**

#### **2.3.1 DIT's scope, visibility and quality of services**

One of the key objectives of the BTVET Act of 2008 set out in section 1 of the Act is to separate the training and delivery of BTVET from quality assurance functions. However in practice this demarcation does not seem to be clear. This has at times culminated in duplication of services with other agencies coupled with attendant consequences associated with the lack of scope clarity.

It has been noted however that the Directorate role is anchored in the quality assurance realm and its services need to reflect that very nature. Ensuring quality entails a very big presence in the training arena which involves scaling up its service areas such as development of occupational profiles, development of assessment instruments and training modules, development of Assessment Training Packages and Occupational Assessment and Certification among others.

The Directorate is not very visible its services need to be expanded in order to take advantage of the increasing opportunities nationally, regionally and internationally. This calls for a good public relations and branding strategy to position itself as a key player in the BTVET sub-sector as a leading quality assurance body recognized nationally, regionally and internationally.

#### **2.3.2 Framework for identification, management and monitoring of partnerships and collaborations**

The delivery of BTVET is liberalised and has attracted both public and private service providers. There is a need for a framework to effectively manage these partnerships. In addition, the Directorate does not have adequate partners to help it effectively pursue its objectives. This is attributed to the lack of a framework for identifying, managing and monitoring of partnerships and collaborations. Such a framework will guide the Directorate in identifying whom it should partner with, in which areas, how to assess the viability of the partnership/collaboration and also be able to manage the partnerships and collaborations in order to achieve mutual benefits.

#### **2.3.3 Resource diversification, infrastructure and sustainability**

The Directorate currently relies mostly on funds from government, assessment fees from candidates and other development partners. DIT does not have wide avenues for raising income needed to sustain and scale up its operations. There is therefore a need for the Directorate to explore more avenues of increasing funding sources and generate sufficient funds to sustain its service levels. There is also need for provision of sufficient infrastructure to enable the Directorate to effectively carry out its activities. The present location of DIT is not appropriate for the envisaged expansion.

### **2.3.4 Human Resource Capacity**

There are a number of vacant positions in the current approved structure of the Directorate which are supposed to support the Directorate to fulfil its mandate and functions towards its stakeholders. Out of 42 established positions, only 4 are substantively filled reflecting understaffing to the tune of 90%. Some positions are held in acting capacity for a long time, while others are held on contractual terms a trend that does not give confidence to and generate commitment from the position holders. Some key positions in the structure are not filled making it difficult for the Directorate to function effectively. Non formal assessment is a new function that requires human resource capacity but also specialised unit or department within the Directorate.

The current system of recruiting via the ESC seems to have compounded the staffing problem at the Directorate. Approval should be sought from the Government to enable the ITC which has an oversight role of the Directorate to undertake recruitments, confirmations and promotions of staff at the Directorate.

### **2.3.5 Leadership and Management**

Although the DIT has a vibrant and visionary leadership, which has been able to marshal the support of available staff and other stakeholders to deliver to their expected levels, there is need to continuously develop leadership and management skills at various other levels of the directorate to be able to respond innovatively to the changes in this dynamic sub sector. There are also other management processes, such as resource mobilisation, grants management, skills development, staff career development and others that require to be addressed.

The Directorate's efforts to address the above issues are articulated in the strategic direction below.

## **3.0 DIT' 2011/12-2015/16 STRATEGIC DIRECTION**

### ***3.1 Strategic positioning***

DIT's strategic positioning is summarized as 'a Ugandan quality assurance directorate offering nationally, regionally and internationally recognized quality assurance services for BTVET'. This strategic stance calls upon the Directorate to lead in producing high quality assurance mechanisms with emphasis on qualification standards and equivalent ratings with a high level of professionalism recognized nationally, regionally and internationally. Considering where the Directorate is and where it wants to be, the key mechanism to achieve this positioning is through quality driven assurance protocols and enforcements in the BTVET subsector.

### ***3.2 DIT's Strategic Framework***

The strategic direction of DIT is presented using the framework below:

#### ***3.2.1 Vision***

*"To be a technical and vocational skills quality assurance body of international repute"*

#### ***3.2.2 Mission***

*To promote quality assurance interventions in Business, Technical Vocational Education and Training for the public and private sector labor market needs to accelerate national development.*

#### ***3.2.3 Strategic Objectives***

DIT will pursue the following five strategic objectives (SOs) in order to achieve its mission stated above.

- SO1: Enhance the visibility of DIT through the scope and quality of its services
- SO2: Develop and maintain mutually beneficial partnerships
- SO3: Increase staff capacity for improved performance
- SO4: Widen the resource base for infrastructure developments and service provision
- SO5: Strengthen leadership and management systems

*Fig 1: DIT Strategic Framework 2011/12-2015/16*

**Vision:** “To be a technical and vocational skills quality assurance body of international repute”

**Mission:** *To promote quality assurance interventions in BTJET for the public and private sector labor market needs for national development.*

**Pillar 1: Visibility and services**

**Pillar 2: Partnerships**

**Pillar 3: HR capacity**

**Pillar 4: Infrastructure & Resources**

**Pillar 5: Leadership & Management**

**Strategic Objective 1:**

Enhance the visibility of DIT through the scope and quality of its services

**Strategic Objective 2:**

Develop and maintain mutually beneficial partnerships

**Strategic Objective 3:**

Increase staff capacity for improved performance

**Strategic Objective 4:**

Widen resource base for infrastructure dev't & service provision

**Strategic Objective 5:**

Strengthen leadership and management systems

**Strategic Actions:**

- 1.1 Develop and distribute ATPs
- 1.2 Train ATP users, accredit assessors
- 1.3 Develop a roadmap for phasing out UNEB exams
- 1.4 Develop and regularly upgrade DIT website
- 1.5 Develop and operationalise a communication strategy
- 1.6 Establish regional centers
- 1.7 Standardize training materials
- 1.8 Certify UVQF candidates
- 1.9 Promote apprenticeship training
- 1.10 Monitor and evaluate undertakings
- 1.11 Scan labor market for occupations
- 1.12 Develop occupational standards
- 1.13 Accredit assessment centers

**Strategic Actions:**

- 2.1 Develop and approve partnership framework
- 2.2 Implement the partnership framework
- 2.3 Periodically review the framework
- 2.4 Develop implement MOUs for approved partners

**Strategic Actions:**

- 3.1 Lobby for the ITC to get recruitment powers
- 3.2 Fill all staff vacancies in the establishment
- 3.3 Train staff (locally and internationally) in respective key competence areas
- 3.4 Make provisions for salary enhancement to retain staff
- 3.5 Provide for a clear career growth path
- 3.6 Improve the working environment at DIT

**Strategic Actions:**

- 4.1 Lobby for introduction of a training levy
- 4.2 Determine infrastructural needs for the Directorate
- 4.3 Develop a resource mobilization strategy
- 4.4 Exploit opportunities for cost sharing / co-financing of the Directorate's activities

**Strategic Actions:**

- 5.1 Lobby for autonomous status of DIT as an authority under the MOES
- 5.2 Establish and harmonize management policies and systems to promote efficiency and effectiveness
- 5.3 Monitor and evaluate staff performance in line defined objectives
- 5.4 Streamline roles, functions and responsibilities
- 5.5 Develop and implement polices on crosscutting issues such as HIV, Gender and Disability

**Core Values:**

**PROFESSIONAL EXCELLENCE**

**INTEGRITY**

**COMMITMENT**

**GOOD GOVERNANCE**

### **3.2.4 DIT's core values**

The following values will underpin the operations of the Directorate, the behaviour of all its staff and guide the implementation of 2011/16 Strategic Plan.

#### ***Professional Excellence:***

This value demands a thorough knowledge of quality assurance mechanisms as well as a demonstration of skill, high ethical standards and practices. DIT shall command the respect of its clients and other stakeholders especially the private training providers. Quality assurance implies a commitment to excellence in all undertakings. Accordingly, DIT staff must act as role models by exemplifying high level of professionalism in maintaining quality standards, so that employers and trainees will regard DIT services in high esteem. DIT requires adherence to high professional standards in all their undertakings (assessments and certification).

#### ***Integrity:***

Integrity demands that DIT staff conduct themselves with utmost honesty and transparency in all their dealings. This will promote the image and reputation of not only the Directorate but also its clients, and learners. Acting with integrity requires zero tolerance to corruption and demonstrating accountability for actions, decisions and resources under one's care. As part of its efforts to pursue integrity, DIT shall provide accurate, timely and relevant information to all its stakeholders.

#### ***Commitment***

Commitment demands strict adherence to the Directorate's mandate as articulated in the BTVET Act of 2008 and other provisions. It also requires being able to effectively and passionately meet the needs of both public and private labour market needs, and being committed to their cause. The Directorate recognizes that its mandate is to serve the interest of the public, and will thus place public interest at the forefront of all actions, subject to statutory obligations and resource constraints. DIT shall be mindful of public opinion and perceptions, and remain an unwavering advocate of public interest in the performance of its duties.

#### ***Good Governance:***

Good Governance requires strict adherence to good corporate governance principles. Good governance requires that the management is committed to the Directorate's values, ethical and professional conduct and make effective decisions regarding the management of the Directorate's resources. The ITC shall have the responsibility to endorse the Directorate's strategy, lobby and advocate for the autonomous status under the Ministry of Education and Sport in order to develop directional policy, appoint, supervise and remunerate senior executives of the Directorate and to ensure accountability of the Directorate to its stakeholders and parent Ministry.

### 3.3 *Critical Success Factors*

The successful implementation of the Strategic Plan is highly contingent on the following:

#### **Continued government support**

Government support is considered a critical factor for the success of the implementation of this Strategic Plan through creation enabling legal frameworks especially in respect of granting the Directorate full human resource management and development powers, full autonomy and timely release of funds.

#### **Mobilisation of required resources**

The success of the Strategic Plan implementation is dependent on the Directorate's ability to identify and exploit the opportunities for resource mobilisation through a well thought out resource mobilisation strategy as well as an efficient mechanism for their deployment and utilisation.

#### **Coordination of all implementer's efforts and stakeholders**

Implementation of the Strategic Plan requires coordination of the different Committees of Council, as well as other functions within the Directorate, the Ministry of Education and Sports (MoES) and other stakeholders who need to be brought on board. Good coordination will improve communication, and align the different players towards a common goal and vision.

#### **Initiation and sustenance of innovation**

Innovative quality interventions are key ingredients in the Directorate's strategic positioning. Hence, the success of the Directorate in the implementation of the Strategic Plan calls upon the leadership of the Directorate to provide an enabling environment for people to create, test and actualise new ideas around its services.

### 3.4 *Key strategic actions for each strategic objective*

The five objectives of the Strategic Plan will be implemented using the following strategic actions:

<b>Pillar 1:</b>	<b>Visibility and services</b>
<b>Strategic Objective 1:</b>	Enhance the visibility of DIT through the scope and quality

To achieve the above objective, the Directorate shall implement the following strategic actions:

- I. Develop and distribute ATPs
- II. Train ATP users and accredit assessors
- III. Develop a roadmap for phasing out UNEB exams
- IV. Develop and regularly upgrade DIT website

- V. Develop and operationalise a communication strategy
- VI. Establish regional centers
- VII. Standardize training materials
- VIII. Certify UVQF candidates
- IX. Promote apprenticeship training
- X. Monitor and evaluate undertakings
- XI. Scan labor market for occupations
- XII. Develop operational standards
- XIII. Accredite assessment centre

**Pillar 2:** Partnerships

**Strategic Objective 2:** Develop and maintain mutually beneficial partnerships

To achieve the above objective, the Directorate shall implement the following strategic actions:

- I. Develop and approve partnership framework
- II. Implement the partnership framework
- III. Periodically review the framework
- IV. Develop implement MOUs for approved partners

**Pillar 3:** Human resource capacity

**Strategic Objective 3:** Increase human resource capacity for improved performance

To achieve the above objective, the Directorate shall implement the following strategic actions:

- I. Lobby for the ITC to get Human Resource Management and development powers
- II. Fill all staff vacancies in the establishment
- III. Train staff (locally and internationally) in respective key competence areas
- IV. Provide salary enhancement to retain staff
- V. Provide for a clear career growth path
- VI. Improve the working environment at DIT

**Pillar4:** Infrastructure & Resources

**Strategic Objective 4:** Widen resource base for infrastructure development and service provision

To achieve the above objective, the Directorate shall implement the following strategic actions:

- I. Lobby for introduction of a training levy
- II. Determine infrastructural needs for the Directorate
- III. Develop a resource mobilization strategy
- IV. Exploit opportunities for cost sharing / co-financing of the Directorate's activities

**Pillar 5: Leadership and Management**

**Strategic Objective 5:** Strengthen organizational systems and structures for improved performance

To achieve the above objective, the Directorate shall implement the following strategic actions:

- I. Lobby for autonomous status of DIT as an authority under the MOES
- II. Establish and harmonize management policies and systems to promote efficiency and effectiveness
- III. Monitor and evaluate staff performance in line defined objectives
- IV. Streamline roles, functions and responsibilities of staff
- V. Develop and implement policies on crosscutting issues such as HIV, Gender and Disability

## 4.0 IMPLEMENTATION OF THE STRATEGIC PLAN

The key actors in the implementation of the Strategic Plan are: Council, committees of council, the Director as well as the heads of departments of the various in the Directorate.

Table 4 below indicates the scheduling of the strategic actions over the five-year period of the plan. This schedule will be used by the Directorate how the key actions should be implemented over the 5-year period. It will also form the basis for preparing annual work plans and operational plans for the departments and units within the Directorate.

**Table 4: Five Year Implementation Plan**

#	Strategic objectives	Strategic Actions	Implementation Period (Years)				
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
1	Enhance the scope and quality of DIT's products and services	1.1 Develop and distribute ATPs					
		1.2 Train ATP users, accredit assessors					
		1.3. Develop a roadmap for phasing out UNEB exams					
		1.4. Develop and regularly upgrade DIT website					
		1.5. Develop and operationalise a communication strategy					
		1.6. Establish regional centers					
		1.7. Standardize training materials					
		1.8. Certify UVQF candidates					
		1.9. Promote apprenticeship training					
		1.10. Monitor and evaluate undertakings					
		1.11 Scan labor market for occupations					
		1.12 Develop occupational standards					
		1.13 Accredite assessment centers					
2	Develop and maintain mutually beneficial partnerships	2.1 Develop and approve partnership framework					
		2.2 Implement the partnership framework					
		2.3 Periodically review the framework					
		2.4 Develop and implement MOUs for approved partners					
3	Increase staff capacity for improved performance	3.1 Lobby for the ITC to get HR management powers					
		3.2 Fill all staff vacancies in the establishment					
		3.3 Train staff (locally and internationally) in respective key competence areas					
		3.4 Make provisions for salary enhancement to retain staff					
		3.5 Provide for a clear career growth path					
		3.6 Improve the working environment at DIT					

#	Strategic objectives	Strategic Actions	Implementation Period (Years)				
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
4	Widen resource base for infrastructure and service provision	4.1 Lobby for introduction of a training levy					
		4.2 Determine infrastructural needs for the Directorate					
		4.3 Develop a resource mobilization strategy					
		4.4 Exploit opportunities for cost sharing / co-financing of the Directorate's activities					
5	Strengthen leadership and management systems	5.1 Lobby for autonomous status of DIT as an authority under the MOES					
		5.2 Establish and harmonize management policies and systems to promote efficiency and effectiveness					
		5.3 Monitor and evaluate staff performance in line defined objectives					
		5.4 Streamline roles, functions and responsibilities					
		5.5 Develop and implement polices on crosscutting issues such as HIV, Gender and Disability					

## **5.0 MONITORING AND EVALUATION: HIGHER LEVEL RESULTS MATRIX**

The plan provides for monitoring at the Council, which will be looking at achievement of strategic outcomes through realisation of expected results. Appendix 1 below will aid the Council in this respect. At the management level, the planning matrix that contains detailed indicators and milestones for each objective and strategic action and an operational plan will be developed. This will aid management in examining evidence from the means of verification the Director and his team will be able to determine success levels and report accordingly to Council. Other key actions that are to be implemented by the various committees of the Council will fall under the supervision of the chairpersons of these committee who will also need to come up with annual operational plans drawn from the implementation plan above.

## Appendix 1: DIT STRATEGIC RESULT FRAMEWORK

Hierarchy of Objectives	Expected results	MoV	Assumptions
<b>Vision (Overall Goal):</b> “To be a technical and vocational skills quality assurance body of international repute”	<ul style="list-style-type: none"> <li>• Recognition of qualifications within and outside Uganda</li> <li>• Increased employability of trainees</li> <li>• Increased student enrollment from within and outside Uganda</li> <li>• Improve status of Technical and vocational training</li> </ul>	<ul style="list-style-type: none"> <li>• List of reputable recognizing bodies</li> <li>• Feedback from employers and learners</li> <li>• Enrollment registers</li> <li>• Assessment reports</li> </ul>	<ul style="list-style-type: none"> <li>• Provided that the curriculum, assessment and certification modes, facilities of DIT match international standards</li> </ul>
<b>Mission (Purpose):</b> To promote quality assurance interventions in BTVET for the public and private sector labor market needs for national development.	<ul style="list-style-type: none"> <li>• Wider students base</li> <li>• Uptake of qualified technicians for employment and service delivery</li> <li>• Increased adherence to technical and vocation quality standards</li> </ul>	<ul style="list-style-type: none"> <li>• DIT annual reports</li> </ul>	<ul style="list-style-type: none"> <li>• Current and prospective technical and vocational skills providers perceiving DIT as quality enhancing body</li> </ul>
<b>Strategic outcomes:</b>			
1.0 The Scope and Quality of DIT’s products and services	<ul style="list-style-type: none"> <li>• Members’ satisfaction with services</li> <li>• Student competence in relevant fields</li> </ul>	<ul style="list-style-type: none"> <li>• Survey reports</li> <li>• Assessment reports</li> </ul>	<ul style="list-style-type: none"> <li>• Provided that the curriculum, assessment and certification modes, facilities of DIT match international standards</li> </ul>
2.0 Mutually beneficial partnerships developed and maintained	<ul style="list-style-type: none"> <li>• Partnership objectives achieved</li> <li>• Enhanced efficiency and effectiveness in service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership reports</li> <li>• Annual reports</li> </ul>	<ul style="list-style-type: none"> <li>• Available partnership opportunities</li> <li>• Availability of willing partners</li> </ul>
3.0 Increase staff capacity for improved performance	<ul style="list-style-type: none"> <li>• Increased capacity to assess and certify formal and non formal qualifications</li> <li>• Increased recognition nationally, regionally and internationally</li> </ul>	Annual reports	<ul style="list-style-type: none"> <li>• Availability of required skills in the labor market</li> </ul>
4.0 Financial resources enhanced for infrastructure development and service delivery	<ul style="list-style-type: none"> <li>• Improved cash flows</li> <li>• Financial sustainability</li> </ul>	Financial reports	<ul style="list-style-type: none"> <li>• Viable opportunities available for investment</li> </ul>
5.0 Strengthen leadership and management systems	<ul style="list-style-type: none"> <li>• Enhanced ability to achieve organizational objectives</li> <li>• DIT autonomy</li> <li>• Improved staff competence</li> </ul>	<ul style="list-style-type: none"> <li>• Annual reports</li> <li>• Staff performance reports</li> </ul>	<ul style="list-style-type: none"> <li>• Supportive legal framework</li> <li>• Improved work conditions</li> </ul>