



**NATIONAL
PLANNING AUTHORITY**



Stakeholders' Common Position on Harnessing the Demographic Dividend



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1.0 Introduction

The global and local planning frameworks continue to prioritize economic and social development of communities. However, most development initiatives tend to focus on economic growth. Economic growth can be taken to mean the amount of goods and services a country is able to produce and sell. Indeed, GDP is an acclaimed indicator of economic growth. It has always been stressed that growth does not necessarily equal to development. On the other hand, social development implies that the population of a given country has attained sufficient income and other resources to particularly meet their basic needs, such as appropriate education, health, shelter, social welfare and other outcomes which would enable them achieve higher level results such as higher life expectancy.

At the centre of planning is the need to achieve intersectionality between economic growth and social development. This is because economic growth is expected to positively impact social development providing the engine that enables countries deliver better services to society and improving the quality of life of the people. Nonetheless, the reality is different given that many countries that have had impressive economic growth figures can still be found to have majority of their people living in abject poverty. Similarly, poorer countries like Uganda, due to the heavy child dependency burden arising out of very high fertility rates, are facing a challenge of unfavourable age structures that tend to negate any economic growth gains that would otherwise have been made.

According to basic economics, the common drivers of economic growth and the possible subsequent economic and social development include capital, land resources, and people (labour). However, there are exceptions to this assumption since not all countries that have capital, and land resources are economically and socially developed. Similarly, people do not guarantee economic and social development. New evidence therefore suggests that for this equation to hold, there is need for a conscious and concerted drive not only towards mobilization of capital, but also towards prudent and rational management of and investment into both land and human resources. It is this body of thinking that has given rise to the concept of harnessing the demographic dividend (DD) by countries that previously had very high fertility. This collection of evidence also underscores the fact that harnessing the demographic dividend is not automatic. The presence of a large young population among other factors of production is a necessary but not a sufficient condition for attaining the dividend, lest the right investments are made. Therefore, a favourable demographic profile matters particularly arising out of investments aimed at an accelerated fertility decline coupled with investments in the other factors of production in optimal proportions to cause socio-economic transformation, eventually leading to development. This thesis is the anchor to harnessing the demographic dividend based on the experience of the southeastern countries of Asia such as South Korea, Thailand and Malaysia, then famously referred to as the “Asian Tigers”.

A demographic dividend is a rise in economic growth due to a rise in the share of the working age in the population resulting from a substantial decline in the fertility of a country. From the available evidence, a favourable demographic profile for harnessing the DD is that where majority of the population are of the working age-group and fewer dependents, especially children. The changed age structure resulting from smaller low-fertility cohorts compared to the previous ones, will create a youth bulge that will eventually “splash” into the working age bracket to create the “economic miracle”. However, for this “miracle” to happen, there is need for targeted investments in this young population in terms of their health, education and skills.

The Uganda Vision 2040 adopted harnessing the DD as a development strategy with a view that it will lead to a socioeconomic transformation that will support the emergence of a strong middle class. However, at the time of developing the Vision2040, not much evidence was

available on the critical investment mix necessary to harness the DD. Accordingly, National Planning Authority (NPA) in collaboration with the National Population Council (NPC) and other key stakeholders have undertaken various studies to explore the alternative and optimal investment options along the critical path for the country to harness the DD. This paper therefore aims at communicating a stakeholder common position on harnessing the Demographic Dividend in Uganda. This common position will act as an advocacy platform for proliferating the understanding of the DD concept, as well as for mobilizing the resources necessary for hastening implementation of interventions towards its attainment.

Current situation

According to the 2017 World Economic Forum Human Capital Report , human capital endowment is the single most important determinant of a nation's success. In Uganda, Government recognizes the value of human capital as a model for change in its journey to higher middle-income status by 2040. In particular, the Vision 2040 identifies human capital development as one of the key fundamentals that needs to be strengthened to accelerate the country's transformation and harnessing of the demographic dividend.

As earlier hinted, in this paper, demographic dividend (DD) is defined a rise in economic growth due to a rise in the share of the working age in the population. The DD is therefore the opportunity for economic growth, development and improved well-being that arises as a result of changes in the population age structure. Generally, there is evidence that investments directed towards universal basic education and skills training, accelerated fertility decline, health and job rich growth increase the chances of a country for harnessing or reaping the benefits of the demographic dividend. Nonetheless, for all the above to happen, the tenets of good governance and accountability have to be upheld. Hence the 5 DD pillars on which this position paper is based include: (i) rapid fertility decline (ii) quality education and skills training (iii) health and well-being of the population (iv) job-rich growth for employment, and (v) good governance to ensure proper operation of all the other pillars.

The previous DD modeling and the mid-term review of the NDPII revealed slow progress on the key DD indicators. While the country has significantly improved and hit the NDPII life expectancy target, progress on others key DD indicators remains marginal and a threat to the eventual harnessing of the DD. From the reviews, significant declining investments in the social sector were noticed. Accordingly, the results from the DD modeling affirm that future delivery of social services including education and health could be compounded by the social sector budget cuts.

In regard to education and skills development, while the country has made progress on access to basic education majorly due to the introduction of universal primary and secondary education, there are significant challenges of quality and retention of particularly the girl child in school. Currently, only one (1) in every three (3) children that enroll in primary one complete the seven years primary school cycle. Some of the reasons for low survival rates include (i) lack of school feeding (ii) cultural dogmas including child marriages (iii) poor WASH facilities in schools, particularly for girls (iv) school fees (v) teenage pregnancies (vi) increasing poverty, and (vii) limited parental support of children education; among others. Transition rates from primary to secondary have significantly declined over the last decade to 61% from 72% in 2012/13. This implies that fewer learners have a chance to progress to secondary education and beyond. For those that get a chance to progress with further education, there is less likelihood of accessing gainful employment due to skills mismatches and gaps and a general lack of job opportunities. To achieve the middle-income status, Uganda needs to keep all children in school for a Mean Average year of 11 years.

Health and education are mutually reinforcing spheres of influence to the harnessing of the DD, such that the health outcomes affect those of education and the reverse is also true. From the

NDPII mid-term progress report, it was noticed in areas of maternal mortality where the ratio (per 100,000 births) declined slightly from 438 (UDHS 2011) to 368 (UDHS 2016), the target being 211 in 2021. Similarly, whereas under 5 mortality (per 1,000 live births) has improved from 90 (UDHS 2011) to 64 (UDHS 2016), the neonatal mortality rate (per 1,000 live births) has stagnated at 27 per 1,000 from the last two UDHS reports. There has been a strong commitment to family planning during this period leading to improved use of modern contraceptive methods from 18 in 2000 to 35 percent in 2016, and the Total Fertility Rate declined from 6.9 children to 5.4 children per woman over the same period. Despite these achievements, there has not been much change to age structure of the population so far. However, if the decline in fertility is sustained, the age structure will transform from a youthful one to an older structure that is key for attaining the demographic dividend.

Furthermore, progress was noticed in the unfolding demographic change deriving from among others, increased use of family planning. Nonetheless, Uganda continues to experience population pressure that threatens the harnessing of the DD. At an annual growth rate of 3.0% per annum, it is projected that Uganda's population will double every 20 years, reaching 70 million by 2040, with 50% of them being children below 15 years and 72.5% being below 35 years. The interaction between the high fertility rate and declining investments in social sectors has perpetuated the poor health outcomes including the rapid increase in Non-Communicable Diseases (NCDs) which now contribute to up to 40 percent of the disease burden. In terms of health work force, whereas the staffing norms have been improving, serious gaps still exist among the critical staff. In 2017/18 financial year the number of health workers per 1,000 people was found to be 0.4 which is still far below the WHO recommended threshold of 2.5 medical staff (doctors, nurses and midwives) per 1,000 people. Access to essential medicine as measured by availability of 41 basket commodities in the FY2017/18 was at 85%. In light of the declining social sector financing, Uganda has the highest Out of Pocket (OOP) expenditure at 41%, within the East and Southern Africa region hence predisposes a wide segment of the population.

The signals from the diagnostic studies on general unemployment situation highlight that the recent history of positive growth did not carry with it increased employment opportunities - leading to what scholars have termed as "jobless growth ." For instance, every 1 percent GDP growth increase in Uganda generates only 400 jobs which is far much below the international standard of 10,000 jobs which should be created with a corresponding 1 per cent GDP growth rate. This implies that most of the government initiatives do not address the binding constraints to decent employment and job creation. Besides, according to the Mid-Term Review of the NDPII, the Ugandan labour market is segmented, with a small wage sector and a large informal sector that tends to be precarious and poorly remunerated. It is reported that some 30 percent of the youth in Uganda are neither in School nor in employment. Further, currently about 800,000 Ugandans join the labour market annually, 40,000 of them coming from universities, but only about 90,000 find gainful employment. Given its high impact towards harnessing of the DD, Government over the years, set up a number of youth interventions and other employment related initiatives aimed at creating employment, promoting business entrepreneurship, stimulating growth of small, medium and micro-enterprises, empowering female youth, and imparting both hard and soft skills. These among others, include: Youth Livelihood Program; Youth Venture Capital Fund; Youth Enterprise Scheme, Enterprise Uganda; Youth Entrepreneurial Training Program; Women Empowerment Programme (WEP) and Incubation centers at Uganda Industrial Research Institute (UIRI). The above-mentioned institutional framework and interventions notwithstanding, there is no clearly defined mechanism on how all these institutions are coordinated towards job creation, provision and employability. Particularly, there is no mechanism in place to ensure that all employment related interventions by the various institutions are well coordinated and streamlined to achieve a unified goal.

1.0 NPA's position on harnessing the DD

In all the National Development Plans (NDPI, II, &III), investment in human capital development been one of the fundamentals that have to be strengthened in order to exploit the identified opportunities has been prioritized. This is premised on the thinking that investments in human capital will produce a healthy, well-educated and appropriately skilled, innovative and productive population and hence progress towards harnessing the demographic dividend. In addition, the road map for harnessing further articulates synergies and multi-sectoral engagements to deliver the dividends.

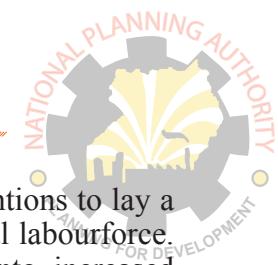
However, there was limited evidence on the critical and high impact investments that would enable the country harness the demographic dividend. Accordingly, the National Planning Authority embarked on modelling studies for the DD. The first study happened in 2014 followed by another one in 2018 to take care of the changes in the state of the economy. These studies provided the basis for the common position held by stakeholders with regard to harnessing the DD. This section communicates this position with the intent to make it widely known to key stakeholders and aid the planning, budgeting, monitoring and evaluation of the DD interventions and results.

1.1. Position on DD Pillar 1: The Need for a Demographic transition

The Demographic Dividend is harnessed through a demographic transition occasioned by rapid declines in fertility and mortality. Evidence affirms that a demographic structure with the biggest proportion of the population lying within the working age, equipped with the necessary skills and resources, is associated with the realization of the DD. This is based on the DD modeling finding that a larger share of the working-age population, if appropriately skilled and well-resourced generates and raises incomes resulting into an increase in the country's GDP and subsequently reduction in the dependency burden. Consequently, the workers in turn are able to save and invest rather than spend on supporting a large non-working population. NPA maintains that for Uganda to harness the demographic dividend, total fertility rate has to rapidly decline to 2.5% from 5.4% by 2040, which is still above the replacement ratio, meaning that the country's population will continue to grow in the foreseeable future. Nonetheless, this will guarantee substantial reduction in the dependency ratio to 58% as well increase the share of working-age population to 57%. [CHECK AGAIN] Nonetheless, this position is threatened by the strong naturally occurring population growth momentum, even in urban areas; the likely continued desire for large families particularly by men; the unmet need for family planning; discontinuation of family planning due to various reasons including spouse pressure; and the unrelenting school dropout rates of the girl child before completion of basic education.

1.2. Position on DD Pillar 2: The need for enhanced investment in education

The DD is harnessed where there is deliberate enhanced investment in quality education and training to realize an appropriately skilled, knowledgeable and innovative labourforce. The modeling results affirm that Uganda would harness the DD if its investment in education is able to retain particularly the girl child in school for at least 11 years, that is, to completion of secondary education. This has to be buttressed by unimpeded acquisition of vocational skills that address the current and future skills mismatch and gaps. Recent studies by NPA denote the



need for increased investment in Early Childhood Development (ECD) interventions to lay a firm foundation required for an appropriately skilled, knowledgeable and ethical labourforce. Nonetheless, while government's commitment to education has translated into increased physical infrastructure, and increased inputs into the education system, such investment is still below the required threshold for enrolling all primary-aged and secondary-aged children and retaining them in school till the end of the basic education cycle (11 years). As such, the DD is threatened by the limited and declining investment in education leading to non-enrollment and early school-leaving of especially the girl child. Yet, evidence has showed that, when girls leave school early, they marry early, are likely to have many children, with high probability of facing poor health outcomes, trapped in the vicious circle of poverty, all of which dampen the progress towards harnessing the DD.

1.3. Position on DD Pillar 3: The need for enhanced investment for a healthy and productive human capital.

Uganda will harness the DD with targeted investments for preventive and promotive health measures and the establishment of a nationwide health insurance scheme. This is against the backdrop of 70% of Uganda's burden of disease being preventable. Moreover, in line with a long history of investments in curative services, the Vision 2040 also recognized the shift to community level actions that empower communities to actively participate in their own health. Communities are in this respect expected to mobilize their own efforts and assets to contribute to health promoting behaviours such as hygiene, sanitation, and positive lifestyle that mitigate tobacco smoking, domestic violence, alcohol, hand-washing and other similar behaviours. Expanding financial risk protection through national health insurance (NHI) has been proven as a high impact intervention towards harnessing the DD, since it will expand coverage especially for the specialized health services while also ensuring protection from financial risk. Accordingly, NPA's position implies a structural change to improve the quality of services provided to the population and paradigm shifts from 1) facility-based to community-based delivery systems that empowers communities to take control of their health especially through health promotion and prevention actions, 2) dominantly public provision to public-private cooperation in service delivery ; and 3) from siloed sector plans to more collaboration among relevant Ministries, Departments, Agencies (MDAs) for collective action goals.

1.4. Position on DD Pillar 4: The need for Economic growth and employment creation

DD is harnessed where economic growth is job-rich and creates job opportunities for the citizens.

This position is informed by the signals from the employment diagnostic studies on general unemployment situation highlight that the recent history of positive growth did not carry with it increased employment opportunities - leading to what scholars have termed as "jobless growth. Accordingly, NPA maintains that economic growth can only make sense if it creates job opportunities for citizens for them to derive incomes, save, invest and cause more growth and jobs. All these conditions are necessary for harnessing the DD. This disposition envisages the need to support employment mainstreaming in public and private sectors, and local government plans and budgets. Already, government has placed great emphasis in formulating youth-friendly policies like the National Employment Policy and the National Action Plan aimed at enhancing youth employment and economic participation. Other notable programs, with the youths in sight, include the Uganda Decent Work Country Program that seeks to ensure that there is equitable and just engagement of the youths in work opportunities, the externalization of professional labor program that seeks to identify overseas work opportunities for Ugandans with a bigger targeting of the youthful and energetic population, the Buy Uganda Build Uganda initiative that seeks to promote innovation and markets for Ugandan goods and services where the youth have also ventured greatly, investment in value chain analysis and value addition in agriculture in order to increase competitiveness in the regional and

international markets, promoting youth entrepreneurship and self-employment as well as skills development programs. According to the Uganda National Labor force Survey by the Uganda Bureau of Statistics, about 9 million of the 19 million people in the working age population have a form of employment leaving a deficit of 10 million unemployed Ugandans within the working age population and a further 400,000 graduates joining the working age population on an annual basis. The toll of the unemployed working age population yields a high dependency burden on the employed segment of the working population and this greatly hampers chances of ensuring the realization of a demographic dividend for the country's young population. It also presents a recipe for insecurity and stretches government expenditure. It is essential that government places emphasis on skilling the unemployed population in addition to identifying job opportunities within and outside the country. It is also important to understand that the identification of opportunities outside the country may increase the prospects of employing the youth but it also robs the country of the brain power that would have otherwise helped in nation building if nurtured well through skills development and mentorship as is aptly echoed in the DD roadmap.

1.5. Position on DD Pillar 5: The need for good governance and accountability

Good governance and accountability is the glue that holds the other DD pillars together. Accordingly, the DD can be harnessed where there is compliance to accountability rules and regulations in both public and private sectors. This is informed by evidence that the governance pillar wields authority over resources required for the actualization of the rest of the pillars through creation of the conducive legal, social, economic and political environment. This is the pillar that ushers in the needed peace, checks and balances on the optimal utilization of resources for the implementation of DD policy options and targets. Through this pillar, it is envisioned that Uganda ought to consolidate the principles of good governance whose tenets include constitutional democracy; protection of human rights; the rule of law; free and fair political and electoral processes; transparency and accountability; Government effectiveness and regulatory quality; effective citizens participation in development processes; and peace, defense and security of the citizens and the country. The other principles of good governance include Rule of Law, Transparency, Responsiveness, Consensus, Equity and Inclusiveness, Effectiveness and Efficiency, Accountability and Participation. In order to facilitate the prevalence of these governance and accountability practices, government has a fully constituted office of the Auditor general, the Inspectorate of Government, a ministry responsible for integrity, the Directorate of Public Prosecution, the Public Procurement and Disposal of Assets Unit, the Inter-religious Council, the Anti-Corruption Unit and Civil Society Organizations like the Anti-Corruption Coalition of Uganda, the Civil Society Budget Advocacy Group and the Parliament of Uganda that are bound by their duty mandates to ensure that there is effective management of the use of public resources to facilitate the delivery of quality services. This position envisages increased citizen participation to demand for transparency, accountability and value for money, and strengthened investigative and prosecutorial agencies, strengthened oversight, legislative and regulatory institutions. From the quarterly Monitoring and Audit reports released by the Office of the Auditor General, it is still indicative that there is weak compliance to financial regulations, wasteful expenditures, corruption, cost overruns and administrative delays in the implementation of infrastructural projects and particularly roads. These shortcomings have resulted in inequitable, ineffective and inefficiencies within the benefits that may accrue from economic growth and development. Institutions working towards good governance and accountability are working in isolation and have no amiable platform to commune and compare notes. It is important that the governance and accountability pillar is strengthened as this has a ripple effect on the progress of the rest of the pillars and subsequent realization of the Demographic Dividend.



4.0.The DD Plan of action from NPA position

Pillar 1: Demographic Transition	
Key strategic intervention (s)	Plan of Action
Increase demand and expand access to family planning	Provide a wide range of contraceptive commodities (method mix) to all beneficiaries
	Reduce unmet need for family planning services
	Increase investments in FP
	Strengthen community systems to deliver family planning information and services
	Engage religious and cultural leaders as sexual and reproductive health advocates
Improving child survival	Promote universal coverage of all immunizable diseases
	Foster programmes that improve childhood nutrition
	Promote child care practices from the time a child is born (breast feeding, warmth, prevention of diarrhoea by washing hands with soap and water, mosquito treated nets etc.)
Keep children, especially girls in school to completion (S. 4) to delay onset of childbearing and early marriages	Prevent teenage pregnancy by scaling up adolescent sexual reproductive health information and services
	Promote school feeding programme as an element of the school health programme to ensure that children have effective learning
	Promote appropriate hygiene and menstrual management in school
	Provide opportunities for re-entry of adolescents who have given birth while at school
Strengthen organized urbanisation	Improve infrastructure to enable communities easily access social services
	Appropriate housing to provide better hygiene and sanitation, access to clean safe water, toilet and sewerage facilities and lighting
	Strengthen the referral system using the existing structures
Social protection	Put in place social security schemes for formal and informal sectors to encourage saving for retirement or any eventualities
Strengthen population planning and development including civil registration, vital statistics registration and population data bank at National and Sub national levels	Provide technical and financial support to local governments to generate accurate and timely evidence to inform policy development, planning, budgeting and monitoring and advocacy for population
	Build local government capacities to provide high-quality integrated information services on family planning, comprehensive maternal health, and sexual reproductive health.
Pillar 2: Health	
Life-cycle based preventive health measures focusing on all phases of human development, from pre-pregnancy, infancy and childhood, adolescence to old age.	Foster inter-sectoral action for health at all levels in a manner that demonstrates broad stewardship towards all actions conducive and necessary for improvement in reproductive, maternal, newborn, child and adolescent health (RMNCAH)
	Health promotion and education to enable people make informed decisions, regarding behaviours and voluntary actions related to health with societal, political, and environmental support
Curative (specialized) health care	Human resources for health (train, recruit, motivate, redistribute and retain)
Health Insurance scheme for universal health coverage	Fast track the implementation of the National Health Insurance scheme
Functionality of HCs	Equip HCs with medicines and supplies for primary health reduce morbidity and mortality rates
Pillar 3: Education	
	Develop and implement a parish-based school retention strategy

Enroll and retain all primary-age and secondary-age children in school for atleast 11 years (till completion of S. 4)	Enforce school-feeding guidelines in schools and partner with key stakeholders and development partners to support school feeding programs particularly in poor regions.
	Enforce existing national laws on compulsory basic education and enact and enforce byelaws at local governments to ensure all school going children enroll and remain in school
	Enforce Government Policy to enable the return girls to school after delivery and expand and improve sanitation and hygiene (safe water, changing rooms, sanitary ware, etc.) systems in schools
	Establish All-Through-Schools (primary and secondary in one place) established in sub-counties without a secondary school.
	Support initiatives that prevent teenage pregnancies and early marriages (mobilize stakeholders e.g. parents, teachers, health workers, district cultural and religious leaders using multimedia platforms)
Prioritize investment in vocational education and training for increased youth employment	Waive entry requirements and training costs for basic (entry level) vocational courses (certificate) to attract particularly poor out-of-school youths to enroll in TVET training.
	Enforce the modular vocational training to enable flexible entry into vocational training
	Engage industry to provide more work-based training opportunities for vocational trainees
	Establish assessment centres in local governments to certify vocational skills acquired informally
	Rebrand Vocational Education and Training (VET) to attract youths through Community Engagements and media campaigns for communicating returns to VET education
Implement the ECCE policy and the NIECD the policy to increase access to ECD as foundation for human capital	Admit and provide state sponsorship to ECD caregivers in public PTCs
	Regularize and regulate the ECCEs that have been established within the public primary schools
	Sensitize private players to spread to the under-served areas
	Make ECCE centres one-stop-centres for the provision of the ECD services
Pillar 4: Economic growth and employment opportunities	
Mainstream employment in the public and private sector plans and budgets	Prioritize public and private sector investments in projects with higher employment multiplier effects in growth sectors and infrastructure.
	Undertake regular employment impact assessments
Adopt and implement the parish model of development	Make parishes wealth creating units by empowering people to ensure i) Local economic development for income generation ii) Sustainable food production and nutrition iii) Better health and education outcomes, and iv) sustainable environment and natural resources management.
Prioritize women and youth in wealth creation initiatives	Mobilize women and youth to form SACCOs for affordable finance and participate in various available livelihood and enterprise support including Emyooga
	Support women and youth farmers to transition from peasantry to agro-business, export trade, and more profitable agricultural enterprises, including skilling, tax incentives and financial incentives (e.g. reduced credit interest rate and finance)
Pillar 5: Governance and Accountability	
Increase citizen participation to demand for transparency, accountability and value for money	Strengthen existing community dialogues/barazas between leaders and the people
	Facilitate citizen participation in decision-making and implementation processes
	Establish village committees to monitor delivery of social services

Strengthen investigative and prosecutorial agencies	Review existing policies to establish DD gaps by key stakeholders
	Strengthen the investigative capacity of prosecutorial agencies
	Put in place stringent measures to recover public funds from corrupt officials
	Fast track case backlogs in courts
Strengthen oversight, legislative and regulatory institutions	Fast track inclusion of DD outcome and impact indicators in Programme Based Budgeting System
	Build capacity of Parliamentarians to undertake their oversight and accountability functions
	Enhance capacity of Parliamentarians for evidence-based programme planning, implementation, monitoring and evaluation

1.0. Conclusion

Harnessing the DD is one of the development strategies adopted to achieve the Vision 2040. The DD strategy is anchored on 5 pillars including (i) demographic transition (ii) education (iii) health (iv) Economic growth and employment creation. Out of its various research on harnessing the DD, the National Planning Authority has been able to form evidence-based positions on each of the pillars to guide stakeholders on the high impact investments required to harness the DD.

The stakeholders' common position holds that to harness the DD, Uganda will require (i) a demographic transition occasion by rapid fertility decline (ii) deliberate enhanced investment in quality education and training to realize an appropriately skilled, knowledgeable and ethical labourforce (iii) targeted investments for preventive and promotive health measures and the establishment of a nationwide health insurance scheme (iv) sustained economic growth that is job-rich and creates job opportunities for the citizens , and (v) compliance to accountability rules and regulations in both public and private sectors

The plan for action against each of the 5 pillars of the Demographic Dividend is well intended and targeted. The activities stated therein are resolute and ambitious. In a nutshell however, the desires of the authors of the activities for each plan of action may not be actualized if the status quo of business as usual is to be maintained in the various sectors of government. As documented in each of the DD reports generated by the National Planning Authority, there is great challenge bringing all stakeholders to a shared understanding of what the DD is and how urgent it is to integrate DD outcome and impact indicators within their workplans, development plans and budgets.

Government needs to remain resolute to rally stakeholders across the development spectrum to appreciate that attaining the DD serves to benefit us all, that it serves to unite us and consolidate the gains made by each one of the sector mandates and responsibilities. The DD operates as a wheel where all the 5 pillars ought to be in sync with one another. Accordingly, there is need for extensive mobilization of resources and costing of DD activities and frameworks to have directed efforts and a mapping of key parties to spearhead the actualization of these activities. The population should also be mobilized to know their role in the country's DD efforts to ensure that resolutions made don't end in the shelves and boardrooms.

The plan for action ought to encompass persons across all age groups although the primary focus should be with the young population. It is critical that the elderly population is adequately catered for to avoid a challenge of seeing ageing population that is outside the DD. The infants also ought to be nurtured fully to ensure their early childhood survival and development. The plan for action should be timed to guide on when the DD is estimated to be realized. This would motivate the multisectoral range of stakeholders in taking on their roles with an end goal in mind. With this, Uganda should be on course to harnessing the DD.

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