



REPUBLIC OF UGANDA

EDUCATION SERVICE COMMISSION

# ANNUAL PERFORMANCE REPORT FY 2018/19

## MEMBERS OF THE EDUCATION SERVICE COMMISSION



**DR. VIOLET KAJUBIRI-FROELICH**

Ag. CHAIRPERSON, ESC



**E. K. M. GABONA**

DEPUTY CHAIRPERSON, ESC



**ROSE KABOGOZA-MUSOKE  
IZIZINGA**

MEMBER, ESC



**HON. MALINGA JOHNSON**

MEMBER, ESC



**HON. JAMES KUBEKETERYA**

MEMBER, ESC



**DR. ASUMAN LUKWAGO**

SECRETARY, ESC

# TABLE OF CONTENTS

<b>MEMBERS OF THE EDUCATION SERVICE COMMISSION ...</b>	<b>2</b>
<b>TABLE OF CONTENTS .</b>	<b>3</b>
<b>1.0 INTRODUCTION</b>	<b>7</b>
1.1 Background	7
1.2 Vision	7
1.3 Mission	7
1.4 Strategic Objectives	7
1.5 Functions of the Commission	7
1.6 Core Values	8
1.7 Planned Outputs for the Financial Year 2018/ 2019.	9
1.8 Performance of the Commission against Planned Outputs for the Financial Year 2018/ 2019	10
1.9 Key Performance Indicators	11
<b>2.0 COMMISSION'S FINANCIAL PERFORMANCE IN FY 2017/18</b>	<b>11</b>
2.1 Approved Budget in FY 2018/19	11
2.2 Expenditure in FY 2018/19	11
2.3 Budget Absorption In FY 2018/19 and FY 2018/19	12
<b>3.0 OVERVIEW OF PHYSICAL PERFORMANCE FOR FY 2018/2019</b>	<b>12</b>
3.1 Highlights of the Physical Performance of the Commission in FY 2017/18	12
3.2 Appointments of Personnel into service	13
3.3 Appointment of personnel for secondary schools	14
3.4 Appointment of personnel on replacement basis	14
3.5 Appointments for seed schools	15
3.6 Special appointment for Secondary Schools	17
3.7 Appointment of personnel for Ministry of Education and Sports Headquarters	24
3.8 Appointments for Business, Technical, Vocational Education and Training (Btvvet) Institutions	25
3.9 Appointment of lecturers in Uganda Cooperative College- Kigumba	26

3.10	Appointment for Gombe Community Polytechnic .....	26
3.11	Appointment For Teacher/Tutor, Instructor, Education and Training(Tiet) Institutions .....	26
3.12	Appointment of Personnel for Bikungu Primary Teachers' College- Mitooma .....	27
3.13	Appointment for Centers of Excellence .....	28
3.14	Appointment of Personnel for Health Training Institutions .....	31
3.15	Appointment for Ministry of Agriculture, Animal Industry and Fisheries .....	32
3.16	Other Decisions of The Commission in FY 2018/2019 .....	32
4.0	Confirmation of Personnel Into Service .....	33
5.0	Validation of Appointments of Personnel in the service .....	33
6.0	Maintaining Electronic Databank for Teaching Personnel In The Education Service .....	34
7.0	Support to District Service Commissions .....	34
8.0	Dissemination and Monitoring of Implementation of the teachers' Professional Code of Conduct, 2012 .....	34
9.0	Review of the scheme of service for teaching personnel .....	34
10.0	Cross Cutting Issues .....	34
10.1	HIV/AIDS and other related health issues .....	34
11.0	Staff matters .....	34
12.0	Major challenges .....	35
13.0	Very many applications .....	38
14.0	Limited Office Space .....	38
15.0	Planned outputs and activities for FY 2019/2020 .....	38
<b>APPENDIX .....</b>		<b>41</b>
Appendix 1. Highlights of Financial Performance for FY 2018/2019 .....		41
Appendix 2. Number of Applicants that Responded to Internal Advert .....		42
Appendix 3. Number of Applicants that Responded to External Advert .....		43
Appendix 4. Number of Applicants Shortlisted for Oral Interviews in Internal Advert 2/2018 .....		44
Appendix 5. Number of Applicants Shortlisted for Aptitude Test (External Advert 2/2018) .....		45
Appendix 6. Number of Applicants Shortlisted for Oral Interviews (External Advert No. 2/2018) .....		46

## FOREWORD

This is the 24th series of the Education Service Commission reports and it underlines both Physical and Financial Performance of the Education Service Commission for the period 1st July 2018 to 30th June 2019. The Commission's activities were in line with the Education Service Commission Strategic Plan (2015/16-2019/20) with the aim of ensuring that, we have quality education delivered by efficient and effective Education Service personnel.

For the period reported about, the Commission appointed 4,889 Education Service personnel into service. This included the appointments on promotions and the appointment of new personnel into service. There has been an increase in the number recruited which is attributed to the additional recruitment of more than 3,000 personnel for secondary school, BTVET and TIET institutions.

The Commission also confirmed 827 teaching and non-teaching Education Service staff into service, validated 94 appointments in order to ascertain the authenticity of their appointments and re-designated 266 personnel and carried out other activities in line with the plans for the period under review.

The budget allocation for the Commission was 8.335Bn, for which 2.816Bn was wage, 5.142Bn was non- wage, 0.352Bn was Development Budget and 0.026Bn was domestic areas. The Commission also received a supplementary budget of 1.2Bn during the financial year to cater for additional recruitment of more than 3,000 personnel for secondary school, BTVET and TIET Institutions.

I wish to express my sincere appreciation to the Deputy Chairperson and all members of the Commission, the Secretary and his technical team for the work well done to enable the Commission deliver its mandate during the financial year FY 2018/2019

Special thanks goes to the Ministry of Finance, Planning and Economic Development, Ministry of Education and Sports and Parliament of Uganda for the Additional resources given to the Commission

I also thank the sister appointing Commissions for accepting to work with the Education Service Commission through the forum of appointing Commissions and authorities.

Lastly, I would like to express my gratitude to all other partners who enabled the Commission to perform its functions and therefore submit this report to Parliament.



DR. Violet Kajubiri-Froelich

**Ag. CHAIRPERSON, EDUCATION SERVICE COMMISSION**



## EXECUTIVE SUMMARY

The Education Service Commission was established under Article 167 and 168 of the Constitution of the Republic of Uganda, 1995. It therefore draws its mandate from both the Constitution and the Education Service Act, 2002. Its mandate has expanded to include Education Service Personnel under Kampala Capital City Authority.

The Commission's physical performance during the financial year was as follows:

- The Commission appointed 4,889 Education Service personnel against a target of 1,500. Of these, 3,470 (71%) were male and 1,419 (29%) were female. This translated into a performance level of 326%. There has been an increase in the number recruited which is attributed to the additional recruitment of more 3,000 personnel for secondary school, BTVET and TIET Institutions.
- A total of 827 teaching and non-teaching Education Service staff were confirmed against the target of 1,500. Of the 827 Personnel, 552 male and 275 female. Confirmation depends on submission from the Ministry of Education and sports and other relevant MDAs to the Commission and all cases that were submitted to the Commission were handled.
- The Commission validated appointments of 94 Education Service teaching and non-teaching staff. Of these, 66 (70%) were male and 28 (30%) were female. This performance was against a target of 2,000 personnel and validation exercises were aimed at ascertaining the authenticity of appointment and confirmation letters, authenticity of academic and professional documents, and identifying staff that were due for confirmation.
- The Commission re-designated 266 Education Service personnel. Of these, 172 (65%) were male and 94 (35%) were female. The re-designation was aimed at aligning the appointments of the affected staff with the current positions in the Education Service.

The Commission's approved budget was 8.335Bn. For which 2.816Bn was wage, 5.142Bn was non-wage, 0.352Bn was Development Budget and 0.026Bn was domestic arrears. The Commission also received a supplementary budget of 1.2Bn to cater for additional recruitment for secondary school, BTVET and TIET institutions. The Commission's overall budget absorption performance was 88.1%, this was attributed to the unspent wage which performed at 66.7%. The non-wage expenditure was at 96.9% and the development budget and the arrears performed at 100% respectively. The less than 100% wage budget absorption performance was due to vacant position of the Chairperson, one member of the Commission and other vacant positions in the ESC secretariat. The wage for these positions was planned in FY 2018/19 but they were not filled during the course of the year. For non-wage recurrent budget, the less than 100% absorption performance was due to unexhausted gratuity.

Notwithstanding this physical performance, the Commission's operations were partly affected by limited space. Lack of office space was, and is still, a major challenge to the Commission. The Commission does not have sufficient office and storage space, which has greatly affected the operations of the Commission. The Commission's operations were also affected by the high number of applicants, which drastically increases the cost of selecting successful applicants.

## INTRODUCTION

### 1.1 Background

The Education Service Commission (ESC) is a statutory body established by the Constitution of the Republic of Uganda, 1995. The mandate and functions of the Commission are defined under Articles 167 (1) and 168 (1) of the Constitution. ESC further operates under the auspices of the Education Service Act, 2002, the Local Governments Act, 1997; the Education (Pre- Primary, Primary and Post Primary) Act, 2008; the Kampala Capital City Act, 2010; the Uganda Public Service Standing Orders, 2010; the Education Service Commission Regulations, 2012 and The Teachers Professional Code of Conduct, 2012. The ESC is responsible for the appointment of personnel to the Education Service, their confirmation, promotion, discipline, as well as reviewing their terms and conditions of service, standing orders, training and qualifications. The Commission ensures control of personnel in the Education Service, for efficient and effective service delivery.

### 1.2 Vision

The Vision of the Education Service Commission is: “quality education delivered by efficient and effective Education Service personnel.”

### 1.3 Mission

The Mission of the Education Service Commission is: “to provide professional and competent Education Service Personnel.”

### 1.4 Strategic Objectives

- i. To recruit qualified and competent Education Service personnel.
- ii. To review policies, terms and conditions of service for Education Service Personnel.
- iii. To tender advice to Government in respect to Education Policies and their implementation.
- iv. To contribute to the development and implementation of national cross cutting policy issues.
- v. To establish and maintain a record of public officers in the Education Service.
- vi. To construct the Education Service Commission office block.

### 1.5 Functions of the Commission

The following functions of the Commission are spelt out in Section 8 of the Education Service Act, 2002:

- (a) To advise the President in performing his or her functions in relation to the Education Service under Article 172 of the Constitution;
- (b) To appoint persons to hold or act in any office in the Education Service, to confirm such appointments, to exercise disciplinary control over such persons and to remove them from office;
- (c) To review the terms and conditions of service, standing orders, training and qualifications of public officers in the Education Service and matters connected with their management and welfare and make recommendations on them to Government;
- (d) To report to Parliament annually on the performance of the functions of the Commission;

- (e) To research, analyze, develop and formulate national standards for the Education Service in respect of:
  - i. Training and qualifications of officers in the Education Service;
  - ii. Recruitment and appointment procedures;
  - iii. Minutes of appointments;
  - iv. Ethics and conduct;
  - v. Disciplinary control;
- (f) To tender advice to the Ministry responsible for Education in the process of formulating of education policy with respect to:
  - i. Training;
  - ii. Management of Public Officers in the Education Service;
  - iii. Research, analysis, grading and registration of all teachers in Uganda;
- (g) To establish and maintain a record of all Public Officers in the Education Service;
- (h) To monitor, offer technical advice, support and training to the District Service Commissions in matters relating to the Education Service;
- (i) To hear and determine grievances from persons appointed by the District Service Commissions under powers delegated by the Commission under clause (3) of Article 168 of the Constitution;
- (j) To perform such other functions as may be prescribed by this or any other law.

## 1.6 Core Values

### The core values of the Commission are as follows

- (i) **Transparency:** We shall take all Commission decisions in an open and transparent manner.
- (ii) **Effectiveness:** We shall achieve intended results in line with the set performance standards.
- (iii) **Efficiency:** We shall put all available resource to optimal use in order to achieve expected results.
- (iv) **Professionalism:** We shall conduct all business within the mandate of the Commission in a professional manner.
- (v) **Integrity:** We shall observe or uphold honesty and openness while conducting official business.

## 1.7 Planned Outputs for the Financial Year 2018/ 2019.

Basing on the Education Service Commission Strategic Plan 2015-2020, and Policy Statement of the Commission, the following outputs were planned for implementation during FY 2018/2019:

### 1.7.1. Management of Education Service Personnel (Key Output 075201)

- (a) Appoint 1500 personnel;
- (b) Confirm 1500 personnel;
- (c) Validate 2000 personnel;
- (d) Regularize appointments of 500 personnel;



- (e) Grant study leave;
- (f) Handle disciplinary cases;
- (g) Provide support supervision to 111 District Service Commissions;
- (h) Promote the implementation of the Scheme of Service.

### **1.7.2. Policy, Monitoring, Evaluation and Research (Key Output 075202)**

- (a) Prepare and submit to the Ministry of Finance, Planning and Economic Development and the Budget Framework Paper for FY 2018/2019;
- (b) Prepare and submit to the Ministry of Finance, Planning and Economic Development the Ministerial Policy Statement for FY 2018/2019;
- (c) Prepare and submit the FY 2018/2019 Quarterly Performance Reports to the Ministry of Finance, Planning and Economic Development; and Office of the Prime Minister;
- (d) Prepare and submit the Annual Report for FY 2018/2019 to the Ministry of Finance, Planning and Economic Development; Office of the Prime Minister and Parliament;
- (e) Prepare and submit to the Ministry of Finance, Planning and Economic Development the Commission's Performance Contracts and Quarterly Work plans for FY 2018/2019.
- (f) Attend and participate in all Education and Sports sector policy meetings, reviews and workshops;
- (g) Prepare and submit the Results Oriented Management (ROM) Report and the Education and Sports Sector Annual Performance Report (ESSAPR) to Ministries of Public Service; and Education and Sports;
- (h) Strengthen the Monitoring and Evaluation function of the Commission.
- (i) Monitor the adoption of the Education Service Commission Regulations, 2012 and the Teachers' Professional Code of Conduct, 2012 with a view of identifying challenges that are expected to form basis for a mid- term review of the Code of Conduct.
- (j) Embark on preliminary activities to review the Scheme of Service
- (i) Review and align the Education Service Commission Strategic Plan to the National Development Plan (NDP) II and Vision 2040.

### **1.7.3. Finance and Administration (Key Output 075203)**

- (a) Prepare and submit to the Ministry of Finance, Planning and Economic Development Final Books of Accounts for FY 2017/2018;
- (b) Prepare and submit to the Ministry of Finance, Planning and Economic Development Financial Reports and Statements for FY 2018/2019;
- (c) Secure and pay salaries, wages and allowances;
- (d) Organize workshops and meetings;
- (e) Procure goods and services;
- (f) Plan for staff development and training;
- (g) Prepare and submit audit and procurement reports to MoFPED and PPDA
- (h) Prepare payroll reports;
- (i) Prepare and maintain stores registers;
- (j) Arrange and participate in Commission meetings, reviews and workshops.

**1.7.4 Internal Audit (Key Output 075205)**

- (a) Prepare and submit to MoFPED Payroll Audit reports;
- (b) Prepare and submit to MoFPED Non- Wage audit reports;
- (c) Prepare and submit to MoFPED Project audit reports;
- (d) Prepare and submit to MoFPED Management Letter/ Quarterly Reports

**1.7.5 Procurement Services (Key Output 075205)**

- (a) Ensure proper management of the procurement of goods and services;
- (b) Prepare and submit to PPDA monthly, quarterly, semi- annual and annual procurement reports;
- (d) Draw up and implement the Procurement Plan for FY 2018/2019;
- (e) Attend workshops on procurement activities and processes.

**1.7.6 Information Science (Key Output 075206)**

- (a) Provide support for ICT functions;
- (b) Ensure internet and e-mail connectivity;
- (c) Provide for anti- virus subscriptions;
- (d) Ensure centralized management and sharing of ICT resources using the Commission's ICT Network;
- (e) Ensure maintenance of the one- stop Information Resource Centre;
- (f) Continue with the development and update of the Electronic database for all Education Service Personnel;
- (g) Attend trainings, workshops and seminars.

**1.8 Performance of the Commission against Planned Outputs for the Financial Year 2018/ 2019**

The Commission performed as follows:

- (a) 4,889 teaching and non-teaching personnel were recruited;
- (b) 827 personnel were confirmed;
- (c) 94 appointments of education service personnel were validated;
- (d) 54 appointments were regularized;
- (e) 25 personnel were granted study leaves;
- (f) 12 personnel were retired from Service on medical grounds;
- (g) 21 disciplinary cases were handled;
- (h) 285 corrigenda cases were handled;
- (i) 266 cases of Redesignation were handled
- (j) Prepared and submitted Sectoral and National policy reports and documents to the relevant MDAs;
- (k) Monitored the adoption of the Education Service Commission Regulations, 2012 and the Teachers' Professional Code of Conduct, 2012 with a view of identifying challenges that are expected to form basis for a mid- term review of the Code of Conduct.

- (l) Monitored the implementation of its activities and the reports were prepared and submitted to OPM.
- (m) Uploaded 14 Minutes of the Full Commission Meetings to the EDMS. Upgrading of the data base also continued throughout the year
- (n) Maintained IPPS and Electronic Database Management System (EDMS) for ESC, Maintained Integrated Financial Management, Hardware and Software, Information System (IFMIS)
- (o) Embarked on preliminary activities to review the Scheme of Service.
- (p) Prepared Books of Accounts for FY2018/2019, Financial Reports and Statements FY2018/2019.
- (q) Procured goods and Services.
- (r) Managed payroll and other financial services.
- (s) Managed Procurement and Disposal of goods and services.

## 1.9 Key Performance Indicators

In accordance with the Strategic objectives and the set targets for FY 2018/19, the Commission's performance was measured against 3 key performance indicators namely:

- i. Number of personnel appointed,
- ii. Number of personnel confirmed,
- iii. Number of personnel validated.

## 2.0 COMMISSION'S FINANCIAL PERFORMANCE IN FY 2017/18

### 2.1 APPROVED BUDGET IN FY 2018/19

The total approved budget in FY 2018/19 was 8.335 bn. Whereby 2.816 bn was for wage; 5.142 bn for non- wage recurrent; 0.352 bn for Development Budget and 0.026 bn was for arrears. The Commission also received a supplementary budget of 1.2 bn during the FY 2018/2019 to cater for special recruitment for secondary school teachers.

**Table 1: Approved Budget in FY 2017/18 Vs FY 2018/19**

Category	Item	FY 2017/18	FY 2018/19
Recurrent	Wage	1.425	2.816
	Non-wage	5.135	5.142
Development	GOU	0.352	0.352
	Arrears	0.000	0.026
	<b>Total</b>	<b>6.912</b>	<b>8.335</b>

During the period under review as indicated in table 1: above, the Commission Budget increased from 6.912 bn to 8.335 bn, this was attributed to the increase in the wages of the political heads of Commission namely the Chairperson, Deputy Chairpersons and Members of the Commission who are seven in number. The increase in the Non-wage component of the budget was also attributed to the increase in gratuity which results from the increase in wage of the members of the Commission.

## 2.2 EXPENDITURE IN FY 2018/19

Out of the total budget UGX. 8.335 Billion in FY 2018/19, the Commission spent UGX. 8.403 Billion indicating a performance level of 100.8%. Out of this total expenditure, UGX. 1.877 Billion was wage, UGX. 6.148 Billion non-wage recurrent, UGX. 0.352 Billion Development and 0.026 Billion was arrears. The Commission's total expenditure exceeded the approved budget because the Commission was issued with the supplementary budget 1.2 Billion (0.8%) to cater for the special recruitment of 3,000 teaching personnel for secondary schools.

**Table 3: Expenditure in FY 2017/18 and FY 2018/19 in UGX. Billion**

Category	Item	FY 2017/18	FY 2018/19
Recurrent	Wage	1.249	1.877
	Non-wage	4.814	6.148
Development	GOU	0.352	0.352
	Arrears	0.000	0.026
	<b>Total</b>	<b>6.415</b>	<b>8.403</b>

## 2.3 Budget absorption in FY 2018/19 AND FY 2018/19

In FY 2018/2019, the Commission's overall budget absorption performance was 88.1% compared to 92.8% in FY 2017/18. This shows a drop in expenditure by 4.7% attributed to the unspent wage which performed at 66.7%. The non-wage expenditure was at 96.9% while the development budget and the arrears performed at 100% respectively.

The positions of the Chairperson of the Commission and other positions within the ESC secretariat which remained unfilled during the Financial Year 2018//19 affected the performance of the wage budget.

Similarly, due to the vacant positions of the Chairperson there was unspent gratuity leading to poor performance of the non-wage recurrent budget.

**Table 4: The Commission's MTEF Projection: FY 2018/19-FY2020/21**

Category	Item	FY 2018/19 Approved Budget	FY 2019/20 Approved Budget
Recurrent	Wage	2.816	2.816
	Non-wage	5.142	6.411
Development	GOU	0.352	0.191
	Arrears	0.026	0.000
	<b>Total</b>	<b>8.335</b>	<b>9.418</b>

## 3.0 OVERVIEW OF PHYSICAL PERFORMANCE FOR FY 2018/2019

### 3.1 Highlights of the Physical Performance of the Commission in FY 2017/18

The Commission's planned activities in FY 2018/19 were in line with the Education Service Commission Strategic Plan (2015/16-2019/20), the Education and Sports Sector Strategic Plan (2017/18-2019/2020), the National Development Plan II (2015/16-2019/2020) and the 23 Presidential Directives on the Budget.



- (i) Appoint 1500 Education Service personnel
- (ii) Confirm 1500 Education Service personnel;
- (iii) Validate appointments of 2000 Education Personnel in Northern Uganda
- (iv) Regularize 300 appointments of Education Service personnel;
- (v) Provide support supervision to District Service Commissions; and
- (vi) Handle any other Commission activities — including but not limited to—granting of study leave to Education Service personnel, and handling of disciplinary cases.

The performance of the Commission in relation to the above planned activities is highlighted in Table 5 below:

**Table 5: Summary of performance of the Commission in relation the planned activities**

Output	Set Tar- get	Male	Female	Total	Overall Percentage Performance
Appointments	1,500	3,470	1,419	4,889	326
Confirmation	1,500	552	275	827	55
Validation	2,000	66	28	94	4.7
Re-designation	100	172	94	266	266
Regularization	300	38	16	54	18
Disciplinary Cases	50	16	5	21	42
Retirement on medical grounds		12	-	12	
Study Leave cases		13	12	25	
Corrigenda cases		192	93	285	

- The Commission appointed 4,889 Education Service personnel against a target of 1,500. Of these, 3,470 (71%) were male and 1,419 (29%) were female. This translated into a performance level of 326%. There has been an increase in the number recruited which is attributed to the special recruitment of 3,000 personnel for secondary school teachers.
- A total of 827 teaching and non-teaching Education Service staff were confirmed against the target of 1,500. Of the 827 Personnel, 552 males and 275 females. Confirmation depends on submission from the Ministry of Education and sports and other relevant MDAs to the Commission and all cases that were submitted to the Commission were handled.
- The Commission validated appointments of 94 Education Service teaching and non-teaching staff. Of these, 66 (70%) were male and 28(30%) were female. This performance was against a target of 2,000 personnel and validation exercises were aimed at ascertaining the authenticity of appointment and confirmation letters, authenticity of academic and professional documents, and identifying staff that were due for confirmation.
- The Commission re-designated 266 Education Service personnel. Of these, 172 (65%) were male and 94 (35%) were female. The re-designation was aimed at aligning the appointments of the affected staff with the current positions in the Education Service.



### 3.2 APOINTMENTS OF PERSONNEL INTO SERVICE.

During the period under review a total of 4,889 people, were appointed into the service against a set target of 1,500. Of these, 3,470 were male and 1,419 were female. This represented 325.9% performance level. This was higher than the previous year's performance by 128% and it was attributed to the new appointments in the service. The Government provided an additional wage bill to cater for the recruitment of new teachers to fill existing gaps in secondary schools and more so in the hard to reach areas. The new entrants were 2,454, promotions were 1,297, of which 111 were Deputy Head Teachers and 1,186 were Education Officers. However, some appointments were on replacement basis since the sector still experiences attrition of teachers.

### 3.3 APPOINTMENT OF PERSONNEL FOR SECONDARY SCHOOLS

The Commission appointed 4,218 Personnel for Secondary department, these appointments included appointment on replacement basis, appointment for seed schools and special appointment were the government provided additional wage for 3,000 personnel to be appointed in secondary schools. Out of the 4,218 personnel, 3,025 were male representing 72% and 1,193 were female representing 28%.

The details as shown in the table below;

**Table 6: Appointment for Secondary Schools.**

Secondary Schools	Total	Male	Female
Replacement Basis	346	246	100
Seed Schools	121	71	50
Special Recruitment For Secondary Schools	3751	2708	1043
<b>Total</b>	<b>4,218</b>	<b>3,025</b>	<b>1,193</b>
<b>Percentage</b>	<b>100</b>	<b>72</b>	<b>28</b>

### 3.4 APPOINTMENT OF PERSONNEL ON REPLACEMENT BASIS.

The Commission appointed a total of 346 personnel on replacement basis for secondary schools. Out of these, 246 were male and 100 were female in various categories as indicated in the table below:

**Table 7: Appointments on replacement Basis for Secondary Schools**

Title	Total	Male	Female
Head Teachers, Scale U1E	67	53	14
Deputy Head Teachers, Scale U2	9	6	3
Education Officer, Scale U4	48	27	21
Assistant Education Officers, Scale U5	16	10	6
Education Officer, Scale U4 English	4	2	2
Education Officer, Scale U4 Fine Art DM	6	2	4
Education Officer, Scale U4 Economics	8	8	0
Education Officer, Scale U4 History	56	46	10

Title	Total	Male	Female
Education Officer, Scale U4 Geography	12	9	3
Education Officer, Scale U4 Biology	4	4	0
Assistant Education Officer, Scale U5 English	12	9	3
Assistant Education Officer, Scale U5 Chemistry	10	10	0
Assistant Education Officer, Scale U5, Biology	8	5	3
Assistant Education Officer, Scale U5 Mathematics	18	14	4
Assistant Education Officer, Scale U5 Physics	10	10	0
Stenographer Secretary, Scale U5	3	0	3
Education Officer, Scale U4 English	10	5	5
Education Officer, Scale U4 History	10	6	4
Education Officer, Scale U4, Geography	10	8	2
Education Officer, Scale U4 Luganda	4	0	4
Education Officer, Scale U4 Foods and Nutrition	2	2	0
Education Officer, Scale U4, Fine Art	8	6	2
Assistant Education Officer, Scale U5 English	2	0	2
Assistant Education Officer, Scale U5 History	2	0	2
Senior Assistant Accountant, Scale U5	2	1	1
Library Assistant, Scale U7	1	1	
Busiima S.S			
1. Senior Assistant Accountant, Scale U5	1	0	1
Bukhalikha S.S			
1. Senior Assistant Accountant, Scale U5	1	1	0
2. Stenographer Secretary Scale U5	1	0	1
3. Library Assistant, Scale U7	1	1	
<b>TOTAL</b>	<b>346</b>	<b>246</b>	<b>100</b>
<b>Percentage</b>	<b>100</b>	<b>71</b>	<b>29</b>

### 3.5 APPOINTMENTS FOR SEED SCHOOLS

The Commission appointed 121 personnel to Seed Schools. These included teaching personnel who included both Assistant Education Officers and Education Officers, and non-teaching personnel who included Laboratory Assistants, Office Typists, and Enrolled nurses. Out of these, 71 were male while 50 were female as indicated in Table 8: below:

**Table 8: Appointments for Seed Schools**

Title	Number	Male	Female
Kyasa TX Community S.S Wakiso			
1. Library Assistant, Scale U7	1	-	1
2. Laboratory Assistant, Scale U7	1	1	-
Panyandoli Self Help S.S Bweyale, Kiryandongo			

Title	Number	Male	Fe- male
1. Assistant Education Officer, Scale U5	1	0	1
Dr. Aporu- Okol Memorial – Kumi			
1. Library Assistant, Scale U7	1	0	1
Kacheeri S.S Kotido			
1. Library Assistant, Scale U7	1	1	0
Nakabaale S.S- Luuka			
1. Stenographer Secretary, Scale U5	1	0	1
Engari S.S Kiruhura			
1. Education Officer, U4	1	-	1
Kisenyi Lake View S.S Nakasongola			
1. Education Officer, Scale U4	1	-	1
St. Joseph's S.S. Butenga- Bukomansimbi			
1. Assistant Education Officer, Scale U5	1	1	-
Katine S.S- Soroti District			
1. Education Officer, Scale U4 Mathematics	2	1	1
Busibo S.S- Lwengo District			
1. Education Officer, Scale U4 Biology	2	2	-
St. Martin S.S Narozaari Masaka			
1. Assistant Education Officer, Scale U5 Fine Art DM	1	-	1
Mateete Seed Comprehensive S.S			
1. Assistant Education Officer, Scale U5 Fine Art DM	1	-	1
St. Sebastian S.S Bethlehem Rakai			
1. Education Officer, Scale U4 Biology	1	-	1
Tarbuk S.S Masaka			
1. Education Officer, Scale U4 IRE	1	1	-
Kyabugashe High School			
1. Education Officer, Scale U4, Mathematics	1	1	-
Bukonde S.S			
1. Assistant Education Officer, Scale U5	1	1	0
Erussi Seed School			
1. Education Officer, Scale U4	11	5	6
2. Assistant Education Officer, Scale U5	4	3	1
3. Enrolled Nurse, Scale U7	1	-	1
Parombo Seed School			
1. Education Officer, Scale U4	4	3	1
2. Assistant Education Officer, Scale U5	5	3	2
3. Office Typist, Scale U7	1	-	1
4. Laboratory Assistant, Scale U7	1	1	-
Uringi Seed School			

Title	Number	Male	Fe- male
1. Education Officer, Scale U4	5	5	-
2. Assistant Education Officer, Scale U5	2	2	-
Akworo Seed School			
1. Assistant Education officer, Scale U5	4	4	-
Appointment for Other Seed Schools			
Deputy Head Teacher, Scale U2	1	1	-
Education Officer, Scale U4 Economics	7	3	4
Education Officer, Scale U4, Computer Studies	1	-	1
Education Officer, Scale U4 History	11	4	7
Assistant Education Officer, Scale U4 History	6	5	1
Education Officer, Scale U4 Geography	2	-	2
Education Officer, Scale U4, Physics	1	1	-
Education Officer, Scale U4 Mathematics	3	2	1
Education Officer, Scale U4, English	1	-	1
Assistant Education Officer, Scale U5, Mathematics	3	2	1
Assistant Education officer, Scale U5, Fine Art	3	3	-
Assistant Education Officer, Scale U5 Agriculture DM	1	1	-
Education Officer, Scale U4, Chemistry	2	2	-
Assistant Education Officer, Scale U5, Chemistry	1	1	-
Assistant Education Officer, Scale U5, Biology	2	2	-
Assistant Education Officer, Scale U5, Geography	3	1	2
Assistant Education Officer, Scale U5 IRE	3		3
Assistant Education Officer, Scale U5, CRE	6	3	3
Assistant Education Officer, Scale U5, English	4	2	2
Assistant Education Officer, Scale U5, Luganda	1	1	-
Assistant Education officer, Scale U5 Business Education DM	2	2	-
<b>TOTAL</b>	<b>121</b>	<b>71</b>	<b>50</b>
<b>Percentage</b>	<b>100</b>	<b>59</b>	<b>41</b>

### 3.6 SPECIAL APPOINTMENT FOR SECONDARY SCHOOLS

In FY 2018/19 budget the Government provided an additional wage bill for recruitment of new secondary school science and arts teachers. The recruitment of these new teachers was aimed at filling the staffing gaps in secondary schools, especially in schools found in hard to reach areas. In addition, other positions of Deputy Head teachers in secondary schools had fallen vacant due to attrition and promotion of incumbents to the post of Head teachers. This recruitment exercises had two aspects namely promotion of in service teachers and recruitment of new entrants.

### 3.6.1 INTERNAL APPOINTMENT

The internal recruitment exercises involved the promotion of in service teachers from the post of Assistant Education Officers to the post of Education Officers and Education Officers to the posts of Deputy Head Teachers.

Due to the absence of promotional ladders in the teaching profession especially at Secondary School level, the majority of teachers try to improve their status by upgrading. It should be noted that there are very many Assistant Education Officers who have acquired degrees, have been given responsibilities at higher levels but are still earning salaries of Grade V teachers. This has created low morale amongst such teachers and more so if new degree holders are recruited. The Scheme of Service was expected to address such anomalies if it had been adopted. The Ministry however provided a wage bill and a total of 1,297 teaching personnel were promoted. These included 111 Deputy Head teachers of which 86 (77.5%) were male and 25 (22.5%) were female in total, 1,186 applicants were appointed Education Officers on promotion. These included 550 and 636 that were appointed Education Officers (Sciences) and Education Officers (Arts) respectively. The detailed appointments are indicated in the table 9 and 10 below:

**Table. 9. Appointment of Education Officers(Sciences)**

Subject	Male	Female	Total
Physics	98	18	116
Mathematics	98	17	115
Chemistry	96	19	115
Biology	98	17	115
Agriculture DM	41	4	45
ICT	11	3	14
Technical Drawing	11	-	11
Foods and Nutrition	-	19	19
<b>Total</b>	<b>453</b>	<b>97</b>	<b>550</b>
<b>Percentage</b>	<b>82.4%</b>	<b>17.6%</b>	<b>100%</b>

**Table 10: Appointment of Education Officers (Arts).**

Subject	Male	Female	Total
English	100	86	186
History	64	33	97
Geography	67	30	97
Economics	57	16	73
CRE	37	33	70
IRE	4	3	7
Fine Art DM	21	6	27
Luganda	5	5	10
French	5	4	9
Arabic	-	-	-
Music DM	3	2	5
Kiswahili	5	5	10
Entrepreneurship	16	4	20



Subject	Male	Female	Total
Business Education DM	16	9	25
<b>Total</b>	<b>400</b>	<b>236</b>	<b>636</b>
<b>Percentage</b>	<b>62.9%</b>	<b>37.1%</b>	<b>100%</b>

### 3.6.2 EXTERNAL APPOINTMENT

The external recruitment exercise targeted new entrant into service, at both the levels of Education Officers and Assistant Education Officers. A total of 2,454 teaching personnel were appointed into the Education Service. These included 1,003 Education Officers and 1,451 Assistant Education Officers.

#### 3.6.2.1 EDUCATION OFFICERS

Of the 1003 Education Officers, 623 were appointed to teach science subjects while 380 were appointed to teach arts subjects.

Overall, there were more appointments for science teachers compared to arts teachers. According to Government, the promotion of science subjects is aimed at promoting creativity and innovation that enhance productivity as well as create employment opportunities for the population.

**Table 11: Appointment of Education Officers (Sciences)**

Subject	Male	Female	Total
Physics	86	25	111
Mathematics	91	20	111
Chemistry	77	16	93
Biology	67	24	91
Agriculture DM	34	18	52
ICT	98	54	152
Technical Drawing	8	2	10
Foods and Nutrition	1	2	3
<b>Total</b>	<b>462</b>	<b>161</b>	<b>623</b>
<b>Percentage</b>	<b>74.2%</b>	<b>25.8%</b>	<b>100%</b>

A total of 225 (59.2%) of applicants that were appointed as Education Officers (Arts) were male and 155 (40.8%) were female.

**Table 12: Appointment of Education Officers (Arts)**

Subject	Male	Female	Total
English	30	42	72
History	25	13	38
Geography	20	18	38
Economics	60	29	89
CRE	15	21	36

Subject	Male	Female	Total
IRE	3	5	8
Fine Art DM	10	4	14
Luganda	3	2	5
French	4	1	5
Arabic	13	2	15
Music DM	2	-	2
Kiswahili	5	3	8
Entrepreneurship	35	15	50
<b>Total</b>	<b>225</b>	<b>155</b>	<b>380</b>
<b>Percentage</b>	<b>59.2%</b>	<b>40.8%</b>	<b>100%</b>

### 3.6.2.2 ASSISTANT EDUCATION OFFICERS

Of the total number of 1,451 Assistant Education Officers that were appointed under the External Advert, 832 were appointed to teach science subjects while 619 were appointed to teach arts subjects. Seven hundred thirteen (713) applicants (85.7%) appointed as Assistant Education Officers (Sciences) were male while 119 (14.3%) were female. No male applicant was appointed to teach Foods and Nutrition. This is because there were no male applicants that applied for the post.

**Table 13: Appointment of Assistant Education Officers (Sciences)**

Subject	Male	Female	Total
Physics	172	19	191
Mathematics	165	32	197
Chemistry	154	23	177
Biology	155	22	177
Agriculture DM	67	21	88
Foods and Nutrition	-	2	2
<b>Total</b>	<b>713</b>	<b>119</b>	<b>832</b>
<b>Percentage</b>	<b>85.7%</b>	<b>14.3%</b>	<b>100%</b>

In addition, a total of 369 (59.6%) applicants appointed as Assistant Education Officers (Arts) were male while 250 (40.4%) were female. No applicant was appointed Assistant Education Officer (Arabic) as there were no qualified applicants that applied for the position.

**Table 14: Appointment of Assistant Education Officers (Arts)**

Subject	Male	Female	Total
English	81	104	185
History	81	44	125
Geography	79	46	125
CRE	34	27	61
IRE	10	7	17
Fine Art DM	20	5	25
Luganda	2	3	5

Subject	Male	Female	Total
French	3	2	5
Arabic	-	-	-
Music DM	2	1	3
Kiswahili	4	1	5
Business Education DM	53	10	63
<b>Total</b>	<b>369</b>	<b>250</b>	<b>619</b>
<b>Percentage</b>	<b>59.6%</b>	<b>40.4%</b>	<b>100%</b>

In summary Table 15 shows the total number of teaching personnel appointed for posts under the Internal and External Recruitment Exercises conducted during the FY 2018/2019

**Table 15: Total number of teaching personnel appointed for Internal and External Recruitment Exercises.**

Category	Post	Male		Female		Total No.
		No.	%ge	No.	%ge	
Internal ap- pointment	Deputy Headteachers	86	77.5%	25	22.5%	111
	Education Officers on Promotion	853	71.9%	333	28.1%	1,186
	<b>Total</b>	<b>939</b>	<b>72.2%</b>	<b>358</b>	<b>27.8%</b>	<b>1,297</b>
External ap- pointment	Education Officers	687	68.5%	316	31.5%	1,003
	Assistant Education Officers	1,082	74.6%	369	25.4%	1,451
	<b>Total</b>	<b>1,769</b>	<b>72.1%</b>	<b>685</b>	<b>27.9%</b>	<b>2,454</b>
<b>Grand Total</b>		<b>2,708</b>	<b>72.2%</b>	<b>1,043</b>	<b>27.8%</b>	<b>3,751</b>

### 3.6.2.3 General Observations during the special Recruitment Process

In addition to the specific observations made above, the following general observations were made during the interview process.

- (i) **The internal and external advert attracted a large of applicants compared to the available vacancies.** The internal advert attracted 7,915 applicants for 1,032 vacancies, while the external advert attracted 26,096 applicants for 2,305 vacancies. Overall, the ratio of number of applicants to number of available vacancies was 1:11. However, there was a higher number of applicants that applied to teach arts subjects than those that applied to teach science subjects.
- (ii) **There was higher number of Assistant Education Officers (Grade V teachers) (5,506 teachers) that had acquired graduate qualification** and had applied for promotion to Education Officers (Graduate Teachers) compared to the available vacancies (973 vacancies). It was noted that failure to promote such teachers had created a scenario where newly qualified and recently appointed Education Officers were supervising long serving Assistant Education Officers who had even acquired Graduate qualifications earlier but lack graduate appointments.
- (iii) **The number of applicants is almost the same as the number of teachers required to fill the staffing gaps in secondary schools.** There were 26,096 applicants that sought to join the Education Service. If all these applicants were to be recruitment, they would close the staffing gaps in secondary schools.

- (iv) **Uganda has a reasonable number of qualified science teachers at both Diploma and Graduate levels that can fill the staffing gaps in schools.** The ratio of available vacancies is 1:8 for Assistant Education Officers and 1:4 for Education Officers. These if recruited can close the staff gaps in schools.
- (v) **A number of applicants that applied to teach arts subjects were dissatisfied who Government policy of prioritisation of sciences.** Most of the applicants noted that there were salary disparities between the science and arts teachers. They also noted that Government has over prioritised recruitment of only science teachers, which has left many arts teachers unemployed or underemployed.
- (vi) **Some teachers that applied for promotion or as new entrants had limited knowledge and competences to teach.** Such teachers in most cases failed to apply theoretical knowledge to a class room environment. Worst still, some were not conversant with aspects of teaching and learning, like teaching methods. In addition, some subjects, like Political Education, had long been abolished, but former teachers of these subjects had not been retooled in new teaching subjects.
- (vii) **Use of new registration numbers.** It was noted that some newly qualified applicants had already received new computerised registration certificates issued on the Teacher Management Information System (TMIS). The digitalisation of the registration process will reduce the number of forgeries that had for long undermined the work the of the Commission.
- (viii) **Delayed confirmation of teachers appointed on probation.** Some teachers that responded to the internal advert were not confirmed. This shows the laxity of staff towards applying for confirmation yet they ought to be confirmed after satisfactory completion of the six-month probationary period in service.
- (ix) **Staff holding more than one probationary appointments.** Some teachers that responded to the internal advert were holding more than one appointment on probation. This was due to failure by such personnel to declare their appointment status especially in respect of jobs that required new entrants into service.
- (x) **Caretaker appointments.** The Commission identified a number of teachers in “caretaker” positions as head teachers and deputy Headteachers. It was, however, noted that some of the staff appointed in “caretaker” positions did not have the minimum entry requirements for the posts and majority, going by the dates that appear on the letters of appointment for caretaking, had served in the positions for more than six months. Others were caretaking and supervising staff that were more senior in terms of substantive appointments.
- (xi) **Most applicants did not qualify for shortlisting because of failure to attach essential documents.** For the Internal Advert, the essential documents included academic transcripts and certificates, registration certificate, appointment and confirmation letters and payslip of IPPS number. For the External Advert, essential attachments include academic transcripts and certificates, and registration certificates. Whoever failed to attach any of these documents was not shortlisted.

### 3.6.2.4 Conclusions and Recommendations for Special recruitment

#### 3.6.2.4.1 Conclusions

The Education Service Commission started the process of recruiting teachers for secondary school in October 2018. This exercise was successfully completed in April 2019. Minutes of appointments have been sent to the Ministry of Education and Sports for further management. The exercise attracted a high number of applicants, which strained the capacity of the Commission. The Commission had not attracted such a large number of applicants in long time. Nevertheless, critical lessons have been learnt from the exercise, which will help the Commission in improving its effectiveness and efficiency.

#### 3.6.2.4.2 Recommendations

The following recommendations are likely to improve recruitment processes and management of Education Service Personnel.

- (i) **Introduction of e-recruitment.** The use of an e-recruitment system would enable the Commission to tackle the challenges associated with high number of applicants. Such a system would be used to:
  - Receive applications;
  - Sort applications;
  - Shortlist applicants;
  - Administer and mark aptitude tests;
  - Contact applicants; and
  - Store Commission data.

As such, the time spent on processing application would greatly reduce, which would improve the effectiveness and efficiency of the Commission. Furthermore, the use of an e-recruitment system in Commission's recruitment processes is inevitable given the introduction of TMIS for registration of teachers by Ministry of Education and Sports. Registration numbers generated using TMIS are not user friendly to the Commission, as they do not capture the level and year of qualification, which are critical in conducting Commission business.

- (ii) **Provision of additional wage for recruitment of new teachers.** The teachers that were recruited through the External Advert will reduce the staffing gaps in schools when deployed. However, the gaps will not be fully filled. Government should come up with a phased plan of filling a particular number of vacant positions in the Education Service each financial year. It would require an additional UGX. 200 Billion for the Government to be in position to recruit all applicants that responded to the external advert.



**Table 16. Additional Cost of Recruiting All Applicants that Responded to the External Advert.**

Position	Vacancies	No. of Applicants	Difference	Entry Monthly Salary	Total Monthly Salary	Total Annual salary
EO (Sciences)	569	4,423	3,854	868,603	3,347,595,962	40,171,151,544
EO (Arts)	359	11,479	11,120	721,609	8,024,292,080	96,291,504,960
AEO (Sciences)	768	3,002	2,234	681,891	1,523,344,494	18,280,133,928
AEO (Arts)	609	7,192	6,583	566,494	3,729,230,002	44,750,760,024
<b>Total</b>	<b>2,305</b>	<b>26,096</b>	<b>23,791</b>		<b>16,624,462,538</b>	<b>199,493,550,456</b>

- (iii) **Deployment of volunteer teachers (Voluntary Teaching Scheme).** In the meantime, the Commission recommends for the deployment of qualified teachers as volunteer teachers (Voluntary Teaching Scheme) in schools near their home/locality. The deployment could last about 2 years with each teacher given subsistence allowance per month. The allowances could be determined by the Ministry of Public Service in consultation with Ministry of Education and Sports, Education Service Commission and the Ministry of Finance, Planning and Economic Development. In future, the volunteer teachers could gradually be recruited into the Education Service when their wage bill is available. This scheme would significantly reduce staffing gaps in schools as well as provide an opportunity to newly graduated teachers to acquire skills.
- (iv) **Retooling of teachers.** Qualified teachers in various fields could be retooled in other fields to acquire other market relevant skills or qualifications. For instance, in health, industrial professions and other vocational fields. This would make them employable in other fields. In service teachers should continuously be retooled to improve their skills and competences. It is also recommended that the Ministry of Education and Sports liaise with training institutions to capture statistics of the retooled teachers in specific fields so that they duly recruited into service.
- (v) **Externalisation of Labour.** There a number of graduates that are seeking employment in foreign countries, especially the Middle East. However, there are no strong bilateral arrangement between Uganda and these countries on labour exports. Government should initiate bilateral discussions with friendly countries that may need English speaking teachers. The Ministry of Labour should explore possible opportunities in countries like China and Japan, where English speaking teachers can access employment.
- (vi) **Promotion of Assistant Education Officers to Education Officers.** Assistant Education Officers with Graduate qualifications that were not promoted should be promoted to Education Officers and the resultant vacancies of be filled through fresh recruitment of more Assistant Education Officers. The Government would require an additional UGX. 9.1 Billion to promote all Assistant Education Officers with graduate qualifications to Education Officers.

**Table 17. Additional Funds Required to Promote All Applicants that to Internal Advert Except Deputy Headteachers**

Position	Vacancies	No. Applicants	Difference	U4 Salary	U5 Salary	Difference (U4-U5)	Monthly Salary Difference	Annual Salary Difference
EO (Sciences)	418	1,996	1,578	868,603	681,891	186,712	294,631,536	3,535,578,432
EO(Arts)	555	3,510	2,955	721,609	566,494	155,115	458,364,825	5,500,377,900
<b>Total</b>	<b>973</b>	<b>5,506</b>	<b>4,533</b>				<b>752,996,361</b>	<b>9,035,956,332</b>

(vii) **Replacement of teachers that were promoted.** A total of 111 Education Officers and 1,186 Assistant Education Officers were promoted to Deputy Headteachers and Education Officers respectively. Given that the wage that was appropriated by Parliament for recruitment of new teachers was a new resource in the Education and Sports Sector budget, the Commission recommends that the Ministry of Education and Sports should fast track the process of filling these vacant positions that were occasioned by the promotions since the wage is available.

(viii) **Timely submission of staff appointed on probation for confirmation.** Staff in Education Service that were appointed on probation and have satisfactorily completed their probation period should apply for confirmation through their respective supervisors for onward submission to the Commission. In the same vain, new staff that are appointed on probation should always apply for confirmation through their supervisors immediately they complete the mandatory six months' probation period.

### 3.7 APPOINTMENT OF PERSONNEL FOR MINISTRY OF EDUCATION AND SPORTS HEADQUARTERS.

A total of 16 personnel were appointed to fill vacant posts in the Ministry of Education and Sports Headquarters during FY2018/2019 as indicated in the table below:

**Table 18: Appointments of personnel to the Ministry of Education and Sports Headquarters**

Title	Total	Male	Female
Assistant Secretary General, UNATCOM, Scale U1E	1	-	1
Assistant Commissioner, Special Needs Education, Scale U1E	1	-	1
Programme Officer, UNATCOM, Scale U2	1	-	1
Principal Qualifications Officer, Scale U2	1	-	1
Principal Education officer, Private Schools and institutions, Scale U2	1	-	1
Director, Scale U1SE Education Standards Agency (Local Contract)	1	1	-
Director, Basic and Secondary Education, Scale U1SE MOES	1	1	-
Assistant Commissioner, Teacher Education Scale U1E MOES	1	1	-
Assistant Commissioner, Scale U1E, Primary Education	1	1	-

Title	Total	Male	Female
Principal Education officer (Primary Education), Scale U2	1		1
Principal Education Officer, Scale U2	1	1	-
Senior Education Officer, Scale U3	1	1	-
Principal, Uganda Institute of Information and Communication technology (UICT) Scale U1E	1	1	-
Academic Registrar, Grade UICT/02 Uganda Institute of Information and Communication Technology	1		1
Institute Secretary, Grade UICT/02 Uganda Institute of Information and Communication Technology	1	1	-
Bursar Grade UICT/03 Uganda Institute of Information and Communication Technology	1	1	-
<b>Total</b>	<b>16</b>	<b>9</b>	<b>7</b>
<b>Percentage</b>	<b>100</b>	<b>56</b>	<b>44</b>

### 3.8 APPOINTMENTS FOR BUSINESS, TECHNICAL, VOCATIONAL EDUCATION AND TRAINING(BTVET) INSTITUTIONS

The Commission appointed a total of 208 personnel for BTVET subsector, out of these 151 were male and 57 were female. The gender imbalance in this sub sector is still prominent. The details are shown in table 19 below;

**Table 19. Appointment for Various BTVET Institutions**

Title	Number	Male	Female
Principal, Scale U1E Kitagwenda Technical Institute	1	1	-
Assistant Instructor, (Block Laying and Concrete Practice) Scale U5, Ngugo Technical School	1	1	-
Technical Teacher, Scale U5 Carpentry and Joinery, St Peter's Technical Institute	1	1	-
Technical Teacher, Scale U5	1	1	-
Instructor Scale U4, Agriculture	13	7	6
Instructor Scale U4, Welding& Metal Fabrication	7	6	1
Instructor Scale U4, Block laying& Concrete Practice	10	9	1
Instructor Scale U4, Fashion& Design	9	1	8
Instructor Scale U4 Plumbing	2	-	2
Instructor Scale U4 Hotel Management	2	2	-
Instructor Scale U4 Painting& Decoration	1	1	-
Instructor Scale U4 Automotive Mechanics	9	9	-
Instructor Scale U4 Machine &Fitting	1	1	-
Instructor Scale U4 Electrical Engineering	3	2	1
Assistant Instructor, Scale U5 Painting& Decoration	1	1	-

Title	Number	Male	Female
Assistant Instructor, Scale U5 Machine & Fitting	2	2	-
Assistant Instructor, Scale U5 Welding & Metal Fabrication	3	3	-
Assistant Instructor, Scale U5 Electrical Engineering	18	12	6
Assistant Instructor, Scale U5 Agriculture	23	15	8
Assistant Instructor, Scale U5 Plumbing	37	26	11
Assistant Instructor, Scale U5 Block laying & Concrete Practice	19	18	1
Assistant Instructor, Scale U5 Fashion & Design	12	3	9
Assistant Instructor, Scale U5 Automotive Mechanics	21	19	2
Technical Teacher, Scale U5 Block laying & Concrete Practice	1	1	0
Lecturer, Scale U4 Electrical Engineering	3	2	1
Lecturer, Scale U4 Mechanical Engineering	2	2	-
Lecturer, Scale U4 Civil Engineering	1	1	-
Principal Lecturer, Scale U2 Management	1	1	-
<b>TOTAL</b>	<b>205</b>	<b>148</b>	<b>57</b>
<b>Percentage</b>	<b>100</b>	<b>72</b>	<b>28</b>

### 3.9 APPOINTMENT OF LECTURERS IN UGANDA COOPERATIVE COLLEGE-KIGUMBA.

The Commission appointed 2 male lecturers for UCC – Kigumba as indicated in the table 20 below:

**Table 20: Appointment for Uganda Cooperative College - Kigumba**

Title	Number	Male	Female
Lecturer (Management), Scale U4	1	1	-
Lecturer (Business Statistics), Scale U4	1	1	-
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>-</b>

### 3.10 APPOINTMENT FOR GOMBE COMMUNITY POLYTECHNIC

The Commission appointed one male Principal Scale U1E for Gombe Community Polytechnic

### 3.11 APPOINTMENT FOR TEACHER/TUTOR, INSTRUCTOR, EDUCATION AND TRAINING(TIET) INSTITUTIONS

A total of 270 personnel were appointed to different institutions under TIET. Of these 153 were male and 117 were female. Noticeable in this sub sector was the increasing number of Administrative jobs being taken up by female candidates. Of the four Principals appointed two were female while 21 out of the 44 appointed Deputy Principals were also female. The details are indicated in the table below;

**Table 21: Appointment for various institutions and TIET Subsector.**

<b>Title</b>	<b>Number</b>	<b>Male</b>	<b>Female</b>
Principal PTC, Scale U1SE	4	2	2
Deputy Principal, Scale U1E	44	23	21
Principal Tutor, Scale U2	7	3	4
Senior Tutor, Scale U3	55	32	23
Senior Lecturer, Scale U3	4	2	2
Graduate Tutor, Agriculture, Scale U4	12	11	1
Tutor PTC (Graduate), Scale U4	1	1	-
Graduate Tutor, Early Childhood Education , Scale U4	11	5	6
Graduate Tutor, Mathematics Scale U4	23	3	20
Graduate Tutor, CRE, Scale U4	20	12	8
Graduate Tutor, Art& Design Scale U4	5	4	1
Graduate Tutor, Physics Scale U4	8	7	1
Graduate Tutor, Biology Scale U4	5	4	1
Graduate Tutor, Chemistry Scale U4	3	2	1
Graduate Tutor, Physical Education Scale U4	13	12	1
Graduate Tutor, Kiswahili Scale U4	5	2	3
Graduate Tutor, Special Needs Education Scale U4	12	5	7
Lecturer, Scale U4	5	3	2
National Instructor's College Abilonino			
1. Senior Lecturer, Scale U3	1	1	-
2. Senior Instructor, Scale U3, Electrical Engineering	1	1	-
3. Lecturer, Scale U4, Painting & Decoration	1	-	1
4. Lecturer, Scale U4, Painting and Decoration	1	-	1
5. Lecturer, Scale U4, Plumbing	1	1	-
6. Lecturer, Scale U4, Fitter Machinist	1	1	-
7. ICT Manager, scale U4	1	1	-
8. Deputy Principal, Scale U1E	1	1	-
Deputy Principal, Scale U1E, Health Tutors College Mulago	1	1	-
<b>Total</b>	<b>246</b>	<b>140</b>	<b>106</b>
<b>Percentage</b>	<b>100</b>	<b>57</b>	<b>43</b>

### 3.12 APPOINTMENT OF PERSONNEL FOR BIKUNGU PRIMARY TEACHERS' COLLEGE- MITOOMA

A total of 24 personnel were appointed for Bikungu Primary Teachers' College as indicated below: These included 14 Graduate Tutors of which 9 were male and 5 female. The rest of the personnel were non-teaching staff.



**Table 22. Appointment of Personnel for Bikungu Primary Teachers' College- Mitooma**

Title	Number	Male	Female
Tutor, PTC (Graduate), Scale U4	14	9	5
Accountant, Scale U4	1	-	1
Stenographer Secretary, Scale U5	1	-	1
Library Assistant, Scale U7	1	-	1
Farm Manager, Scale U5	1	1	
Catering Officer, Scale U5	1	1	-
Enrolled Nurse, Scale U7	1	-	1
Pump Attendant, Scale U8	1	1	
Askari, Scale U8	1	1	
Office Attendant, Scale U8	1		1
Waitress, Scale U8	1		1
<b>TOTAL</b>	<b>24</b>	<b>13</b>	<b>11</b>
<b>Percentage</b>	<b>100</b>	<b>54</b>	<b>46</b>

### 3.13 APPOINTMENT FOR CENTERS OF EXCELLENCE

In FY 2018/2019 the Commission appointed 133 personnel to fill vacant posts in the following Centers of Excellence:

#### 3.13.1 UGANDA TECHNICAL COLLEGE LIRA

A total of 32 personnel were appointed for Uganda Technical College Lira. Of these, 27 were male and 5 were female indicating a serious gender imbalance.

**Table 23: Appointment of personnel for Uganda Technical College Lira**

Title	Number	Male	Female
Lecturer (Labour Based Road Construction), Scale U4	4	3	1
Lecturer (Road Construction Equipment Maintenance) Scale U4	7	6	1
Lecturer (Highway Engineering) Scale U4	4	4	-
Lecturer (Bridge and Culverts construction) Scale U4	4	4	-
Lecturer (Clinical Officer) Scale U4	1	1	-
Technician Materials Laboratory, Scale U5	1	1	-
Estates Officer, Scale U5	1	1	-
Warden, Scale U5	1	1	-
Custodian, Scale U5	2	1	1
Fluid Mechanics, Scale U5	1	1	-

Title	Number	Male	Female
Workshop Technician, Scale U5	1	1	-
Security Officer, Scale U5	1	1	-
Assistant Librarian, Scale U5	1	1	-
Library Assistant, Scale U7	2	-	2
Enrolled Nurse, Scale U7	1	1	-
<b>TOTAL</b>	<b>32</b>	<b>27</b>	<b>5</b>
<b>Percentage</b>	<b>100</b>	<b>84</b>	<b>16</b>

### 3.13.2 UGANDA TECHNICAL COLLEGE BUSHENYI

A total of 17 personnel were appointed for Uganda Technical College Bushenyi. Of these, 15 were male and 2 were female as indicated in the table below:

**Table 24: Appointment of personnel for Uganda Technical College - Bushenyi**

Title	Number	Male	Female
Lecturer (Equipment and Plant Maintenance) Scale U4 Science	4	4	-
Lecturer (Manufacturing and Production Maintenance) Scale U4 Science	3	3	-
Lecturer (Welding and Metal Fabrication) Scale U4 Science	1	1	-
Technician (Welding and Metal Fabrication) Scale U5 Science	1	1	-
Assistant Librarian Scale U5	1	-	1
Security Officer, Scale U5	1	1	-
Clinical Officer, Scale U5	1	1	-
Estates Officer, Scale U5	1	1	-
Catering Officer, Scale U5	1	1	-
Enrolled Nurse, Scale U7	1	1	-
Custodian, Scale U7	2	1	1
<b>TOTAL</b>	<b>17</b>	<b>15</b>	<b>2</b>
<b>Percentage</b>	<b>100</b>	<b>88</b>	<b>12</b>

### 3.13.3 UGANDA TECHNICAL COLLEGE KICHWAMBA

A total of 31 personnel were appointed for Uganda Technical College Kichwamba. Of these, 27 were male and 4 were female as indicated below:

**Table 25: Appointment of personnel for Uganda Technical College – Kicwamba**

<b>Title</b>	<b>Number</b>	<b>Male</b>	<b>Female</b>
Lecturer (Block laying & Concrete Practice) Scale U4	5	5	-
Lecturer (Plumbing) Scale U4	3	3	-
Lecturer (Electrical) Scale U4	3	3	-
Lecturer (Carpentry and Joinery) Scale U4	5	5	
Laboratory Technician, Scale U5	3	3	-
Workshop Technician (Plumbing), Scale U5	3	2	1
Estates Officer, Scale U5	1	1	-
Clinical Officer, Scale U5	1	-	1
Catering Officer, Scale U5	1	1	-
Security Officer, Scale U5	1	1	-
Assistant Librarian, Scale U5	1	1	-
Workshop Technician (Block Laying & Concrete Practice) Scale U5	1	1	-
Enrolled Nurse, Scale U7	1	1	-
Library Attendant, Scale U7	2	-	2
<b>TOTAL</b>	<b>31</b>	<b>27</b>	<b>4</b>
<b>Percentage</b>	<b>100</b>	<b>87</b>	<b>13</b>

### 3.13.4 UGANDA TECHNICAL COLLEGE - ELGON

A total of 23 personnel were appointed for Uganda Technical College Elgon. Of these, 20 were male and 3 were female. This is indicated in the table below

**Table 26: Appointment of personnel for Uganda Technical College –Elgon**

<b>Title</b>	<b>Number</b>	<b>Male</b>	<b>Female</b>
Lecturer (Geo Technical and Building Construction), Scale U4	4	4	-
Lecturer (Electrical Installation) Scale U4	4	4	-
Lecturer (Plumbing, pipe fitting & Sanitary Technician) Scale U4	2	2	-
Lecturer (Welding) Scale U4	5	5	-
Technician (Electrical Installation) Scale U5	2	2	-
Assistant Librarian, Scale U5	1	-	1
Security Officer, Scale U5	1	1	-
Estates Officer, Scale U5	1	1	-
Warden, Scale U5	1	-	1
Clinical Officer, Scale U5	1	-	1
Enrolled Nurse, Scale U7	1	1	-
<b>TOTAL</b>	<b>23</b>	<b>20</b>	<b>3</b>
<b>Percentage</b>	<b>100</b>	<b>87</b>	<b>13</b>

### 3.13.5 UGANDA PETROLEUM INSTITUTE KIGUMBA

A total of 30 personnel were appointed for Uganda Petroleum Institute Kigumba. Of these, 17 were male and 13 were female. This is indicated in the table below

**Table 27: Appointment of personnel for Uganda Petroleum Institute Kigumba**

Title	Number	Male	Female
Lecturer (Mechanical Maintenance), Scale U4	3	1	2
Lecturer (Electrical Maintenance), Scale U4	2	2	-
Lecturer (Welding and Metal Fabrication) Scale U4	2	2	-
Lecturer (Petroleum Engineering) Scale U4	3	-	3
Lecturer (Chemical and Process Engineering) Scale U4	3	2	1
Lecturer (Instrumentation),Scale U4	2	1	1
Technician, Scale U5	5	5	-
Clinical Officer, Scale U5	1	1	
Catering Officer, Scale U5	1	-	1
Estates Officer, Scale U5	1	-	1
Assistant Librarian, Scale U5	1	-	1
Warden, Scale U5	1	1	-
Security Officer, Scale U5	1	1	-
Custodian, Scale U5	1	-	1
Enrolled Nurse, Scale U5	1	-	1
Library Attendant, Scale U7	2	1	1
<b>TOTAL</b>	<b>30</b>	<b>17</b>	<b>13</b>
<b>Percentage</b>	<b>100</b>	<b>57</b>	<b>43</b>

### 3.14 APPOINTMENT OF PERSONNEL FOR HEALTH TRAINING INSTITUTIONS

A total of 34 teaching and non-teaching personnel were appointed to different Health Training Institutions. , These included principals for the Mulago School of Comprehensive Nursing, Lira School of Comprehensive Nursing, Arua School of Comprehensive Nursing, Jinja School of Ophthalmic Clinical Officers. Out of these 17 male and 17 female indicating a good gender balance as indicated below:

**Table 28: Appointment of personnel for Health Training Institutions**

Title	Total	Male	Female
Health Tutor(Midwifery), Scale U4, Soroti School of Registered Comprehensive Nursing	1	-	1
Assistant Librarian Scale U5 Mbale School of Clinical Officers	1	1	-
Principal, Scale U1SE Mulago School of Comprehensive Nursing	1	-	1

Title	Total	Male	Female
Principal, Scale U1SE, Lira School of Comprehensive Nursing	1	-	1
Principal, Scale U1SE, Arua School of Comprehensive Nursing	1	1	-
Principal, Scale U1SE Jinja School of Ophthalmic Clinical Officers	1	1	-
Askari, Scale U8, Masaka School of Comprehensive Nursing	2	1	1
Senior Health Tutor- Mental Health Scale U3	1	1	-
Health Tutor- Medical laboratory Scale U4	4	3	1
Health Tutor- Clinical Officer Scale U4	1	1	-
Health Tutor- Psychiatric Nursing Scale U4	1	1	-
Health Tutor- Orthopedic Medicine Scale U4	2	2	-
Health Tutor- Psychiatric Clinical Officer Scale U4	1	1	-
Health Tutor- Comprehensive Nursing Scale U4	6	4	2
Health Tutor- Midwifery Scale U4	6	-	6
Health Tutor- Nursing Scale U4	4	-	4
<b>TOTAL</b>	<b>34</b>	<b>17</b>	<b>17</b>
<b>Percentage</b>	<b>100</b>	<b>50</b>	<b>50</b>

### 3.15 APPOINTMENT FOR MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY AND FISHERIES

A total of 10 personnel were appointed to different institutions under MAAIF. Of these 9 were male and 1 female. Details are indicated below:

**Table 29: Appointment of personnel for Ministry of Agriculture, Animal Industry and Fisheries**

Title	Total	Male	Female
Senior Lecturer (Fishing Methods and Gear Technology), Scale U3 Bukalasa Agricultural College	1		1
Lecturer (Extension Education), Scale U4 Bukalasa Agricultural College	1	1	-
Principal, Bukalasa Agricultural College, Scale U1SE	1	1	-
Accountant, Scale U3	1	1	-
Assistant Lecturer (Animal Husbandry), Scale U5	1	1	-
Senior Lecturer, Scale U3	1	1	-
Appointment of Deputy Principal, Scale U2, Bukalasa Agriculture College	1	1	-



Title	Total	Male	Fe- male
Appointment of Deputy Principal, Fisheries Training Institute, Scale U2	1	1	-
Lecturer, Fish Technology, Fisheries Training Institute, Scale U4	1	1	-
Assistant Lecturer, Boat Building& Marine Mechanics, Scale U5	1	1	-
<b>TOTAL</b>	<b>10</b>	<b>9</b>	<b>1</b>
<b>Percentage</b>	<b>100</b>	<b>90</b>	<b>1</b>

### 3.16 OTHER DECISIONS OF THE COMMISSION IN FY 2018/2019

Other decisions of the Commission included 22 retrospective appointments, 20 retirement cases and one reinstatement in service. The Commission granted study leave to 56 Education Service personnel in a bid to improve the quality of education in its institutions; The Commission further handled 21 disciplinary cases and 7 who had abandoned duty. 284 Bursars were re-designated to Senior Accounts Assistants, while 22 appointments were regularized. There were also 352 Corrigenda cases and 4 post-humous cases handled during the period under review

**Table 30: Other Decisions of the Commission**

No.	Action	Total No.
1.	Retrospective Appointments	22
2.	Retirement	12
3.	Re- instatement	1
4.	Study Leave	25
5.	Corrigenda	285
6.	Lifting interdiction	12
7.	Redesignation (SAA and others)	265
8.	Abandonment of Duty	7
9.	Disciplinary Cases	21
10.	Regularization	54
11.	Post humous cases	4

### 4.0 CONFIRMATION OF PERSONNEL INTO SERVICE

Confirmation in service was one of the key performance indicators for the Commission during the Financial Year. A total of 827, were confirmed in service against a set target of 1,500 representing 55% performance level. This is low compared to FY 2017/18. Confirmations in appointment depend on submissions for the respective Ministries, Departments and Agencies under the jurisdiction of the Commission. All the persons submitted to the Commission who satisfied the requirements were confirmed.

**Table 31: Confirmation in Service**

S/No	Title	Total	Male	Female
1.	Confirmation	827	552	275
	<b>TOTAL</b>	<b>827</b>	<b>552</b>	<b>275</b>
	<b>Percentage</b>	<b>100</b>	<b>67</b>	<b>33</b>

## 5.0 VALIDATION OF APPOINTMENTS OF PERSONNEL IN THE SERVICE

In addition to the recruitment and Confirmation, Validation forms the third key performance indicator against which our performance was measured. Unlike FY 2017/18, the Commission validated 94 appointments of personnel in the service. Out of these 66 were male and 28 were female. This was against a set target of 2,000 representing a minimal performance. This performance is attributed to the recruitment exercise which was more than 300% over and above the planned activity. The Commission ascertained the authenticity of their appointments, confirmation, and promotion letters, as well as the correctness of names, academic/professional certificates and testimonials, and also identified personnel who were due for confirmation.

**Table 32: Validation of Appointment**

S/No	Title	Total	Male	Female
1.	Validation	94	68	26
	<b>TOTAL</b>	<b>94</b>	<b>68</b>	<b>26</b>
	<b>Percentage</b>	<b>100</b>	<b>72</b>	<b>28</b>

Apart from the key indicators, the Commission carried out other activities in line with its constitutional functions. These included the following:

## 6.0 MAINTAINING ELECTRONIC DATABANK FOR TEACHING PERSONNEL IN THE EDUCATION SERVICE

During the period under review the Commission uploaded 14 Minutes of the Full Commission Meetings to the EDMS. Upgrading of the data base also continued throughout the year. The Electronic Data Management System which was introduced in 2008 together with the validation exercise has seen the Commission identify several education service personnel who entered the payroll using falsified documents and thus saving the sector resources that would be utilized for appointment of genuine personnel. This in turn is translated into availability of more opportunities for recruitment.

## 7.0 SUPPORT TO DISTRICT SERVICE COMMISSIONS

Due to the recruitment exercise the Commission did not provide support supervision to the Districts.

## 8.0 DISSEMINATION AND MONITORING OF IMPLEMENTATION OF THE TEACHERS' PROFESSIONAL CODE OF CONDUCT, 2012

The Commission monitored the adoption of the Education Service Commission Regulations, 2012 and the Teachers' Professional Code of Conduct, 2012 with a view of identifying challenges that are expected to form basis for a mid- term review of the Code of Conduct. It should however be noted that printing and dissemination of the Code of Conduct should be an ongoing exercise as new teachers are appointed into the service. The Code should also be taught in Teacher Training Institutions. It was also noted that there is increasing misinterpretation of the Code especially with

regard to Corporal punishment. Teachers think corporal punishment only means caning students or pupils but can use other heavy punishments for children. In some schools battering of pupils and students has continued and this calls for urgent attention. It should also be noted that Private Schools think the Code of Conduct is for teachers in Government Schools only.

## 9.0 REVIEW OF THE SCHEME OF SERVICE FOR TEACHING PERSONNEL.

Following the evaluation of the implementation of the Scheme of Service for primary school teachers and the need to review its implementation, the Commission embarked on preliminary activities to review the Scheme of Service.

## 10.0 CROSS CUTTING ISSUES

### 10.1 HIV/AIDS AND OTHER RELATED HEALTH ISSUES

In the year under review: The Commission provided psycho-social support to staff living with HIV/AIDS. Support was also provided to personnel with non-communicable diseases in a bid to enhance their performance. This was in addition to health seminars organized for staff.

The Commission also has a fully stocked first AID box with essential medicines for staff who need medical attention.

## 11.0 STAFF MATTERS

The staff establishment for FY 2018/2019 stood at 68 personnel. However, by the end of the Financial Year the post of the Chairperson and one Member of the Commission remained vacant. In addition to this there were, vacant post for Principal Assistant Secretary, Principal Personnel Secretary and Senior Personal Secretary. Unlike other previous years when work was hampered by lack of full membership to the Commission, there was a quorum thus the Commission was able to transact business normally.

### 11.1 STAFF ESTABLISHMENT

**Table 33: Members and Staff of the Education Service Commission AS AT 30<sup>th</sup> JUNE 2019**

S/N	Name	Designation	Scale
1.	Vacant	Chairperson	S.O
2.	Kajubiri Violet Froelich (Dr)	Deputy Chairperson	S.O
3.	Gabona K.M. Elizabeth	Deputy Chairperson	S.O
4.	Kubeketerya James	Member	S.O
5.	Malinga Johnson	Member	S.O
6.	Rose Kaboogoza-Musoke Izizinga	Member	S.O
7.	Vacant	Member	S.O
8.	Asuman Lukwago (Dr)	Secretary	U1
9.	Olaunah Emmanuel Ourum	Undersecretary	U1
10.	Kaaya Mohammed Kassim	Commissioner, Education Services	U1
11.	Abele Florence Anguzu	Assistant Commissioner, Education Services	U1
12.	Mungoma Nelson Henry	Assistant Commissioner, Human Resource Management	U1

S/N	Name	Designation	Scale
13.	Vacant	Principal Assistant Secretary	U2
14.	Mabangi Sarah Kolyanga	Principal Policy Analyst	U2
15.	Kibuuka Aloysious	Principal Accountant	U2
16.	Lillian Mukyala Bukenya	Principal Information Scientist	U2
17.	Kikulwe Godfrey	Principal Human Resource Officer	U2
18.	Gaboi Nicholas	Principal Human Resource Officer	U2
19.	Olive Kakai	Principal Human Resource Officer	U2
20.	Vacant	Principal Personnel Secretary	U2
21.	Ekol Geoffrey Sammy	Senior Information Scientist	U3
22.	Tamale Andrew	Senior Policy Analyst	U3
23.	Emolu Ambrose	Senior Human Resource Officer	U3
24.	Vacant	Senior Personal Secretary	U3
25.	Athieno Alice Odongo	Senior Records Officer	U3
26.	Vacant	Economist	U4
27.	Nabakooza Edith	Records Officer	U4
28.	Abunyang Felix	Accountant	U4
29.	Betty Iminu	Internal Auditor	U4
30.	Madina Nalweyiso	Personal Secretary	U4
31.	Mbeiza Agnes Kiyuba	Personal Secretary	U4
32.	Kembabazi Juliet	Procurement Officer	U4
33.	Rusiimwa Alice	Senior Accounts Assistant	U5
34.	Tayebwa Justus	Senior Accounts Assistant	U5
35.	Kambabazi Hope Darlene	Assistant Records Officer	U5
36.	Akiteng Patricia Majuma	Stenographer Secretary	U5
37.	Twabagye Ivan	Senior Office Supervisor	U6
38.	Ssenoga Fred	Personnel Assistant	U7
39.	Babirye Maria	Assistant Accountant	U6
40.	Mirembe Elizabeth Tundu	Assistant Records Officer	U7
41.	Kyowa Susan Jackline	Records Assistant	U7
42.	Lubega Denis	Records Assistant	U7
43.	Asiimwe Apollo Bright	Records Assistant	U7
44.	Kisakye Josephine	Records Assistant	U7
45.	Hamza Maimuna	Receptionist	U7
46.	Namirembe Primrose	Office Typist	U7
47.	Rwabogo Sylvia	Office Typist	U7
48.	Nanyange Miriam	Office Typist	U7
49.	Bukirwa Josephine	Assistant Inventory Management Officer	U5
50.	Kahwa Edith	Office Attendant	U8
51.	Logose Joyce	Office Attendant	U8

S/N	Name	Designation	Scale
52.	Mawaggali Vincent	Office Attendant	
53.	Nakigudde Lilian	Office Attendant	U8
54.	Kyoheirwe Justus	Office Attendant	U8
55.	Mugisha Kennedy	Driver	U8
56.	Olenga Cosco Franco	Driver	U8
57.	Masendi Haroun	Driver	U8
58.	Mbabazi Frank	Driver	U8
59.	Bomboka Peter	Driver	U8
60.	Kihika Orach Paul	Driver	U8
61.	Sserwanga Setebere	Driver	U8
62.	Kiyega Richard Nsubuga	Driver	U8
63.	Kyalingoza Joseph	Driver	U8
64.	Kato Sam	Driver	U8
65.	Buyego Hassan	Driver	U8
66.	Nkuutu Hassan	Driver	U8
67.	Kityo Ronald	Driver	U8
68.	Musamya Kato Sam	Driver	U8

## 11.2 STAFF TRAINING AND DEVELOPMENT

During FY 2018/2019, the Commission sponsored staff to undergo appropriate training, based on Departmental and individual needs under available resources.

The cadres indicated in Table 17 were sponsored by the Commission for training in various courses, as a way of building capacity.

**Table 34: Staff Training and Development**

S/N	Name	Designation	Course	Institution
1	Emolu Ambrose	Senior Human Resource Officer	Master in Management Studies(Human Resource Management )	UMI
2	Dennis Lubega	Records Assistant	Bachelor of Information Technology	Cavendish University
3	Josephine Bukirwa	Assistant Inventory Management Officer	Bachelor of Procurement and Supplies	MUBS
4	Senoga Fred	Human Resource Assistant	Bachelor In Public Administration and Management	Uganda Martyrs University
5	Kaaya Muhammed	Commissioner/ Education Service	Master's in Business Administration	ESAMI
6	Sylvia Rwabogo	Office Typist	Diploma In Secretarial Studies	UICT



### 11.3 STAFF TRANSFERS

#### STAFF TRANSFERS

The following personnel were posted to the Commission during FY 2018/2019

S/N	NAME	TITLE
1.	Abele Florence Anguzu	Asst. Commissioner/ Education Services Department
2.	Rusiimwa Alice	Senior Assistant Accountant/ Finance and Administration Department
3.	Tayebwa Justus	Assistant Accountant/ Finance and Administration Department
4.	Immu Betty	Internal Auditor/Internal Audit Unit

The following personnel were posted away from the Commission during FY 2018/19

S/N	Name	Title
1.	Irumba Rogers Kaija	Principal Assistant Secretary Finance and Administration Department
2.	Nabende Robert	Economist/ Policy Analysis Unit
3.	Mwesigye Henry	Internal Auditor/Internal Audit Unit
4.	Namuddu Catherine Muwonge	Records Assistant/ Finance and Administration Department
5.	Nakalema Judith	Records Assistant/ Finance and Administration Department

The following staff retired from service during FY 2018/2019

S/ N	NAME	Title
1.	Kaawe Jane	Principal Personal Secretary
2.	Lunyolo Anne Scovia	Senior Accounts Assistant
3.	Tusiime Kamugisha B. Angelus (RIP)	Senior Accounts Assistant

### 12.0 MAJOR CHALLENGES

The challenges indicated below impacted upon the performance of the Commission during FY 2018/2019.

#### 12.1 Vacant Position of Chairperson

The contract of the Chairperson of the Commission expired during the Financial Year under review and has not been renewed or a new Chairperson appointed to that effect. This gap is being handled by the Deputy Chairperson of the Commission.

#### 12.2 Fraud

Different fraud cases were identified throughout the Financial Year

- (i) **Forgery of Documents by Applicants:** Candidates continued to submit suspicious documents. In such circumstances the Commission sought verification from Examination bodies such as UNEB, Universities etc.
- (ii) **Impersonation:** Cases of impersonation had been reported because they posed a serious challenge to the Commission. These were forwarded to the Uganda Police Force for further investigations.
- (i) **Fraudulent Access to the Payroll:** Though this vice continues the Commission continues to identify such cases using the Electronic Data Management System and the Validation exercise which is ongoing. The culprits are handed over to the relevant authorities most especially the Ministry of Education and Sports for further management.

### 13.0 Very Many Applications

The Commission receives overwhelming numbers of applications, arising from the advertised vacant positions. The enormous work involved in the selection of the best candidates many times strained the normal work flow of the Commission.

### 14.0 Limited Office Space:

Office space has been a critical challenge to the Commission. Lack of adequate office space constrained the performance of the Commission's duties and functions. The Commission has however obtained some office space which was previously occupied by the Judicial Service Commission.

## 15.0 PLANNED OUTPUTS AND ACTIVITIES FOR FY 2019/2020

The Commission plans to achieve the following outputs and activities indicated below during FY 2019/ 2020.

### 15.1 Management of Education Service Personnel (Key Output 075201)

During FY 2019/2020 and under this key output the Commission plans to:

- (a) Appoint 2,000 personnel
- (b) Confirm in service 2,000 personnel
- (c) Regularize appointments of 100 personnel
- (d) Redesignate appointment of 50 personnel
- (e) Validate appointments of 3,000 personnel
- (f) Grant Study Leave
- (g) Handle disciplinary of 50 personnel
- (h) Supervise and Guide 128 District Service Commissions
- (i) Promote implementation of the Scheme of Service

### 15.2 Policy, Monitoring, Evaluation and Research (Key Output 075202)

Under this key output the Commission will:

- (a) Prepare and submit to the Ministry of Finance, Planning and Economic Development the Budget Framework Paper for FY 2020/21;
- (b) Prepare and submit to the Ministry of Finance, Planning and Economic Development the Ministerial Policy Statement for FY 2020/2021;
- (c) Prepare and submit the ESC Annual Report for 2018/2019 to the Parliament of Uganda;
- (d) Prepare and submit the FY 2019/20 Quarterly Performance and Financial Reports to the Ministry of Finance, Planning and Economic Development; Office of the Prime Minister and Parliament;
- (e) Prepare and Submit the ESC Government Half Annual & Annual Performance Report (GHAPR) for FY 2019/20 to Office of the Prime Minister (OPM);
- (f) Prepare and submit Performance Contracts and Quarterly Work plans for FY 2019/20 to MoFPED and OPM;
- (g) Prepare and Submit Quarterly Monitoring and Evaluation Reports and submit to the Office of the Prime Minister;
- (h) Disseminate the Education Service Commission Regulations and the Teachers' Professional Code of Conduct;
- (i) Prepare and submit the Education and Sports Sector Annual Performance Report (ESSAPR) to MoPS and MoES;
- (j) Review the ESC Strategic Plan for the Commission;
- (k) Review the Scheme of Service for Teachers in the Education Service.

### **15.3 Finance and Administration (Key Output 075203)**

Under this key output the Commission will:

- (a) Prepare and submit to the Ministry of Finance, Planning and Economic Development;
- (b) Final Books of Accounts for FY 2019/2020;
- (c) Prepare and submit to Ministry of Finance, Planning and Economic Development;
- (d) Financial Reports and Statements for FY 2019/2020;
- (e) Procure goods and services;
- (f) Prepare and maintain Assets Register;
- (g) Arrange and participate in Commission meetings, reviews and workshops.

### **15.4 Internal Audit (Key Output 075204)**

- (a) Prepare and submit to MoFPED Audit reports;
- (b) Prepare and submit to MoFPED Non-Wage audit reports;
- (c) Prepare and submit to MoFPED Project audit reports;
- (d) Prepare and submit to MoFPED Management Letter/Quarterly Reports.

### **15.5 Procurement Services (Key Output 075205)**

- (a) Manage procurement of goods and services;
- (b) Manage Disposal of goods and services;
- (c) Prepare and submit to PPDA Monthly, Quarterly, Semi- Annual and Annual
- (d) Procurement Reports;

- (e) Prepare and implement the Procurement Plan for FY 2019/2020;
- (f) Attend workshops on procurement activities and Processes.

#### **15.6 Information Science (Key Output 075206)**

- (a) Maintain Internet connectivity and e-mail connectivity;
- (b) Facilitate the maintenance of the Integrated Personnel Payroll System (IPPS);
- (c) Maintain the Electronic Database for Education Service Personnel;
- (d) Facilitate the maintenance of the Integrated Financial Management Information System (IFMS);
- (e) Maintain Hardware and Software;
- (f) Acquire IT equipment;
- (g) Provide for anti-virus subscriptions;
- (h) Maintain the Education Service Commission Website;
- (i) Maintain the one-stop Information Resource Centre;
- (j) Attend trainings, workshops and seminars.

#### **15.7 Human Resource Management (Key Output 0752019)**

- (a) Secure and pay salaries, wages and allowances;
- (b) Conduct Workshops and meetings on HIV AIDS, Gender and Equity Issues;
- (c) Plan and carry out staff development and training;
- (d) Prepare payroll reports;

#### **15.8 Records Management Services (Key Output 0752020)**

- (a) Implement records management policies, procedures and regulations.
- (b) Streamline and strengthen standard records management systems.
- (c) Build capacity of records staff and sensitize users.
- (e) Process and timely access records.

## APPENDIX

## Appendix 1. Highlights of Financial Performance for FY 2018/2019

	Approved Budget	Cashlimits by End Q4	Released by End Q 4	Spent by End Q4	% Budget Released	% Budget Spent	% Releases Spent
Recurrent							
Wage	2.816	2.816	2.816	1.877	100.0%	66.7%	66.7%
Non Wage	5.142	6.406	6.342	6.148	123.3%	119.6%	96.9%
Devt.							
GoU	0.352	0.377	0.352	0.352	100.0%	100.0%	100.0%
Ext. Fin.	0.000	0.000	0.000	0.000	0.0%	0.0%	0.0%
GoU Total	8.309	9.600	9.509	8.377	114.4%	100.8%	88.1%
Total GoU+Ext Fin (MTEF)	8.309	9.600	9.509	8.377	114.4%	100.8%	88.1%
Arrears	0.026	0.000	0.026	0.026	100.0%	100.0%	100.0%
Total Budget	8.335	9.600	9.535	8.403	114.4%	100.8%	88.1%
A.I.A Total	0.000	0.000	0.000	0.000	0.0%	0.0%	0.0%
Grand Total	8.335	9.600	9.535	8.403	114.4%	100.8%	88.1%
Total Vote Budget Excluding Arrears	8.309	9.600	9.509	8.377	114.4%	100.8%	88.1%



## Appendix 2. Number of Applicants that Responded to Internal Advert

Post	Subject	No. of Vacancies Advertised	No. of Applicants	Ratio
Deputy Headteachers	N/A	59	2,409	1:41
Education Officers (Sciences)	Physics	87	330	1:4
	Mathematics	87	355	1:4
	Chemistry	87	296	1:3
	Biology	87	463	1:5
	Agriculture DM	35	439	1:13
	Information Technology	5	60	1:12
	Technical Drawing	10	31	1:3
	Foods and Nutrition	20	22	1:1
	Total	418	1,996	1:5
Education Officers (Arts)	English	145	575	1:4
	History	75	602	1:8
	Geography	75	800	1:11
	Economics	75	154	1:2
	Christian Religious Education	60	413	1:7
	Islamic Religious Education	10	11	1:1
	Fine Art DM	25	333	1:13
	Luganda	10	54	1:5
	French	10	15	1:2
	Arabic	10	0	-
	Music DM	5	63	1:13
	Kiswahili	10	141	1:14
	Entrepreneurship	20	74	1:4
	Business Education DM	25	275	1:11
	Total	555	3,510	1:6
<b>Grand Total</b>		<b>1,032</b>	<b>7,915</b>	<b>1:8</b>

**Appendix 3. Number of Applicants that Responded to External Advert**

Post	Subject	No. of Vacancies Advertised	No. of Applicants	Ratio
Education Officers (Sciences)	Physics	101	978	1:10
	Mathematics	101	880	1:9
	Chemistry	81	368	1:5
	Biology	81	494	1:6
	Agriculture DM	52	670	1:13
	Information Technology	140	903	1:6
	Technical Drawing	10	69	1:7
	Foods and Nutrition	3	61	1:20
	Total	569	4,423	1:8
Education Officers (Arts)	English	72	1,318	1:18
	History	37	2,025	1:55
	Geography	37	2,161	1:58
	Economics	89	1,999	1:22
	CRE	35	1,504	1:43
	IRE	5	242	1:48
	Fine Art DM	12	600	1:50
	Luganda	5	353	1:71
	French	5	48	1:10
	Arabic	5	69	1:14
	Music DM	2	24	1:12
	Kiswahili	5	466	1:93
	Entrepreneurship	50	670	1:13
	Total	359	11,479	1:32
Assistant Education Officers (Sciences)	Physics	182	516	1:3
	Mathematics	182	454	1:2
	Chemistry	162	274	1:2
	Biology	162	262	1:2
	Agriculture DM	78	1,452	1:19
	Foods and Nutrition	2	44	1:22
	Total	768	3,002	1:4
Assistant Education Officers (Arts)	English	173	459	1:3
	History	125	1,555	1:12
	Geography	125	1,711	1:14
	CRE	60	1,032	1:17
	IRE	17	83	1:5
	Fine Art DM	24	1,074	1:45
	Luganda	5	77	1:15
	French	5	34	1:7
	Arabic	5	2	-
	Music DM	3	172	1:57
	Kiswahili	5	210	1:42
	Business Education DM	62	783	1:13
	Total	609	7,192	1:12
<b>Grand Total</b>		<b>2,305</b>	<b>26,096</b>	<b>1:11</b>

## Appendix 4. Number of Applicants Shortlisted for Oral Interviews in Internal Advert 2/2018

Post	Subject	No of Vacancies Advertised	No. of Applicants	Number of Shortlisted Applicants							
				Arua	Fort Portal	Gulu	Kampala	Mbale	Mbarara	Total	Ratio
Dep. Head. Tr	N/A	59	2409	45	61	127	373	227	201	1,034	1:18
	Physics	87	330	13	17	37	51	52	64	234	1:3
	Mathematics	87	355	9	18	20	55	57	63	222	1:3
	Chemistry	87	296	11	7	19	51	43	49	180	1:2
	Biology	87	463	11	16	33	66	77	59	262	1:3
	Agriculture DM	35	439	26	23	48	84	73	73	327	1:9
	ICT	5	60	2	-	4	5	7	6	24	1:5
	Technical Drawing	10	31	3	-	1	12	2	1	19	1:2
	Foods and Nutrition	20	22	-	1	-	10	6	2	19	1:1
Education Officers (Sciences)	Total for EO (Sciences)	418	1,996	75	82	162	334	317	244	1,214	1:3
	English	145	575	22	25	31	93	56	80	307	1:2
	History	75	602	19	23	28	82	72	93	317	1:4
	Geography	75	800	34	39	57	116	129	102	477	1:6
	Economics	75	154	5	4	15	18	22	18	82	1:1
	CRE	60	413	25	15	27	60	48	44	219	1:4
	IRE	10	11	2	-	-	4	-	1	7	1:1
	Fine Art DM	25	333	11	11	12	58	45	47	184	1:7
	Luganda	10	54	-	-	-	32	-	-	32	1:3
Education Officers (Arts)	French	10	15	-	-	-	6	-	2	8	1:1
	Arabic	10	-	-	-	-	-	-	-	-	-
	Music DM	5	63	2	-	2	19	7	6	36	1:7
	Kiswahili	10	141	-	16	-	9	8	57	90	1:9
	Entrepreneurship	20	74	4	-	9	17	10	6	46	1:2
	Business Education DM	25	275	15	14	21	50	37	38	175	1:7
	Total EO (Arts)	555	3,510	139	147	202	564	434	494	1,980	1:4
	Total for EO	973	5,506	214	229	364	898	751	738	3,194	1:3
	Grand Total		1,032	7,915	259	290	491	1,271	978	939	4,228

Appendix 5. Number of Applicants Shortlisted for Aptitude Test (External Advert 2/2018)

Post	Subject	No. of Vacancies Advertised	No. of Applicants	Number of Shortlisted Applicants							
				Arua	Gulu	Mbale	Mbarara	Fort Portal	Kampala	Total	Ratio
Education Officers (Sciences)	Physics	101	978	9	89	169	192	60	425	944	1:9
	Mathematics	101	880	18	67	112	147	47	292	683	1:7
	Agriculture	52	670	16	49	103	182	63	144	557	1:11
	ICT	140	903	12	43	243	216	44	223	781	1:6
	Foods and Nutrition	3	61	2	3	4	7	-	34	50	1:17
	Total	397	3,492	57	251	631	744	214	1,118	3,015	1:8
	English	72	1,318	33	133	255	236	76	341	1,074	1:15
Education Officers (Arts)	History	37	2,025	44	175	378	228	111	506	1,442	1:39
	Geography	37	2,161	54	240	346	342	147	578	1,707	1:46
	Economics	89	1,999	42	194	274	268	117	285	1,180	1:13
	CRE	35	1,504	30	173	269	204	91	409	1,176	1:34
	IRE	5	242	5	5	42	11	4	116	183	1:37
	Fine Art DM	12	600	8	32	82	175	34	152	483	1:40
	Luganda	5	353	-	-	5	4	2	261	272	1:54
	French	5	48	1	1	-	7	4	23	36	1:7
	Arabic	5	69	2	-	10	4	-	35	51	1:10
	Music DM	2	24	1	1	1	6	-	6	15	1:8
	Kiswahili	5	466	2	10	41	222	53	90	418	1:84
Entrepreneurship	50	670	23	99	98	63	29	151	463	1:9	
Total for EO (Arts)		359	11,479	245	1,063	1,801	1,770	668	2,953	8,500	1:24

Post	Subject	No. of Vacancies Advertised	No. of Applicants	Number of Shortlisted Applicants							
				Arua	Gulu	Mbale	Mbarara	Fort Portal	Kampala	Total	Ratio
	Total for EO	756	14,971	302	1,314	2,432	2,514	882	4,071	11,515	1:15
AEO (Sciences)	Agriculture DM	78	1,452	80	143	239	290	143	262	1,157	1:15
	Foods and Nutrition	2	44	-	1	5	4	-	14	24	1:12
	Total for AEO (Sciences)	80	1,496	80	144	244	294	143	276	1,181	1:15
Assistant Education Officers (Arts)	History	125	1,555	62	121	311	193	67	209	963	1:8
	Geography	125	1,711	51	147	349	241	63	251	1,102	1:9
	CRE	60	1,032	39	82	222	153	34	133	663	1:11
	Fine Art DM	24	1,074	29	77	170	161	49	194	680	1:28
	French	5	34	-	1	2	10	2	8	23	1:5
	Arabic	5	2	-	-	-	-	-	-	-	-
	Music DM	3	172	4	9	15	17	11	44	100	1:33
Kiswahili	5	210	-	2	2	119	20	19	162	1:32	
Business Education DM	62	783	34	85	112	135	43	141	550	1:9	
Total for AEO (Arts)	414	6,573	219	524	1,183	1,029	289	999	4,243	1:10	
Total for AEO	494	8,069	299	668	1,427	1,323	432	1,275	5,424	1:11	
Grand Total		1,250	23,040	601	1,982	3,859	3,837	1,314	5,346	16,939	1:14



Appendix 6. Number of Applicants Shortlisted for Oral Interviews (External Advert No. 2/2018)

Post	Subject	No of Vacancies Advertised	No of Applicants	Number of Shortlisted Applicants							Ratio
				Kampala	Mbale	Mbarara	Arua	Gulu	Fort Portal	Total	
Education Officers (Sciences)	Physics	101	978	239	102	115	6	54	38	554	1:5
	Mathematics	101	880	234	107	122	11	50	32	556	1:6
	Chemistry	81	368	6	22	54	70	24	156	332	1:4
	Biology	81	494	11	40	62	82	31	195	421	1:5
	Agriculture DM	52	670	65	50	86	7	23	30	261	1:5
	ICT	140	903	198	226	190	11	37	38	700	1:5
	Technical Drawing	10	69	3	5	7	5	1	24	45	1:5
	Foods and Nutrition	3	61	11	1	2	1	1	-	16	1:5
	Total for EO (Sciences)	569	4,423	767	553	638	193	221	513	2,885	1:5
	English	72	1,318	111	85	83	10	43	27	359	1:5
Education Officers (Arts)	History	37	2,025	65	48	31	5	22	14	185	1:5
	Geography	37	2,161	60	38	39	5	22	14	178	1:5
	Economics	89	1,999	137	112	83	13	62	38	445	1:5
	CRE	35	1,504	62	36	30	5	27	14	174	1:5
	IRE	5	242	16	6	2	1	1	1	27	1:5
	Fine Art DM	12	600	18	10	23	1	4	4	60	1:5
	Luganda	5	353	25	-	-	-	-	-	25	1:5
	French	5	48	-	1	2	10	2	8	23	1:5
	Arabic	5	69	17	5	2	1	-	-	25	1:5
	Music DM	2	24	4	1	5	-	1	-	11	1:6
	Kiswahili	5	466	5	2	14	-	1	3	25	1:5
	Entrepreneurship	50	670	81	51	35	10	56	16	249	1:5
	Total for EO (Arts)	359	11,479	601	395	349	61	241	139	1,786	1:5
	Total for EO	928	15,902	1,368	948	987	254	462	652	4,671	1:5

Post	Subject	No of Vacancies Advertised	No of Applicants	Number of Shortlisted Applicants							Ratio
				Kampala	Mbale	Mbarara	Arua	Gulu	Fort Portal	Total	
Assistant Education Officers (Sciences)	Physics	182	516	29	68	98	115	42	113	465	1:3
	Mathematics	182	454	27	48	69	119	27	86	376	1:2
	Chemistry	162	274	12	45	49	53	9	68	236	1:1
	Biology	162	262	4	28	43	63	19	52	209	1:1
	Agriculture DM	78	1,452	62	61	77	19	36	9	264	1:3
	Foods and Nutrition	2	44	3	1	1	-	-	-	5	1:3
	Total AEO (Sciences)	768	3,002	137	251	337	369	133	328	1,555	1:2
	English	173	459	33	28	52	101	82	73	369	1:2
	History	125	1,555	74	124	80	23	47	27	375	1:3
	Geography	125	1,711	83	122	83	18	47	21	374	1:3
Assistant Education Officers (Arts)	CRE	60	1,032	33	61	44	11	23	9	181	1:3
	IRE	17	83	8	2	14	1	2	29	56	1:3
	Fine Art DM	24	1,074	20	18	17	3	8	5	71	1:3
	Luganda	5	77	-	-	-	1	-	27	28	1:6
	French	5	34	-	1	2	10	2	8	23	1:5
	Arabic	5	2	-	-	-	-	-	-	-	-
	Music DM	3	172	4	1	1	-	-	-	6	1:2
	Kiswahili	5	210	2	-	13	-	-	-	15	1:3
	Business Education DM	62	783	47	36	47	12	29	14	185	1:3
	Total AEO (Arts)	609	7,192	304	393	353	180	240	213	1,683	1:3
Total for AEO		1,377	10,194	441	644	690	549	373	541	3,238	1:2
<b>Grand Total</b>		<b>2,305</b>	<b>26,096</b>	<b>1,809</b>	<b>1,592</b>	<b>1,677</b>	<b>803</b>	<b>835</b>	<b>1,193</b>	<b>7,909</b>	<b>1:3</b>



