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this subject please quote no.

ADM 235/01 Vol 4

30th June, 2025

ESTABLISHMENT NOTICE NO. 2 OF 2025

GUIDELINES ON HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SERVICE

1.0 Introduction

1. These guidelines are issued in accordance with Section 7 of the Public Service Act, Cap 91 and Section A-a (14&15) of the Uganda Public Service Standing Orders, 2021.
2. The Ministry of Public Service issued Establishment Notice No. 1 of 2024 to guiding the Service on Human Resource Management in the Public Service covering Payroll, Wage Bill, Pension and Gratuity, Performance Management as well as other Human Resource Management issues in FY 2024/2025.
3. During the course of FY 2024/2025, this Ministry implemented some of the recommendations of the Auditor General of policy nature and those impacting Human Resource Management arising from the Special Audit of the payroll from 1st July 2019 to 30th December, 2023.
4. During the same period, the Ministry continue to implement a number of Human Resource Management reforms/ initiatives such as the Balance Score Card (BSC), reform of the Public Service Pension Scheme (PSPS) which culminated into the enactment of the Public Service Pension Fund Act, 2025, Rationalization of Agencies and Public Expenditure (RAPEX) and implementation of Human Capital Management System (HCM) among others. The Ministry also received the report of the Auditor General on the Special Audit of the Pensions Payroll from FY 2019/2020 to 2023/2024.

5. Pursuant to the emerging issues from the interventions in (1.3 and 1.4) above, the support supervision provided during FY 2024/2025, policy direction of Government and challenges affecting delivery of efficient and effective services, this Establishment Notice is issued to guide the Service in FY 2025/2026 as follows: -

2.0 WAGE BILL MANAGEMENT

2.1 Budgeting and Submission of Wage, Pension and Gratuity Estimates for FY 2026/2027

1. The timeline for submission of wage, pension and gratuity estimates as well as pension and gratuity arrears remains the **30th September 2025**.
2. In view of the continued non prioritization of positions of Head of Department, especially by Local Government Votes which impact their annual performance assessment and ultimately service delivery, the Ministry has revised the template for submitting wage estimates and recruitment plans for FY 2026/2027 as per **Annex 1**. Any submission that will not conform to the requirements in the attached template will not be considered.
3. Estimates for Pension, Commuted Pension Gratuity (CPG) and Contract Gratuity shall be based on the budgeting template provided in the **“User Guide on the Management of Wage Bill and Request for Clearance to Recruit”** issued in September, 2022.

2.2 Wage Budget discipline and Supplementary Requests

1. The Ministry appreciates the wage budget discipline in FY 2024/2025. This is attributed to the controls introduced in the management of the wage bill such as the Requirement to submit staff lists together with the wage, pension and gratuity budget estimates; Enforcement of clearance to recruit; Rollout of Human Capital Management (HCM) which has limited cases of over and underpayment; Requirement to produce evidence of clearance to recruit before accessing new employees on payroll; and Quarterly reviews of the payroll, among others.
2. Responsible Officers are informed that the controls in 2.2(a) will continue until the Recruitment Management module on HCM has been fully adopted by the MDAs/LGs with full integration with the Programme Budgeting System (PBS).
3. The Ministry received requests for supplementary Pension, CPG and Contract Gratuity which were not provided due to the ongoing harmonization of the requests with the report of Office of the Auditor General on the Audit of the Pension Payroll. The Ministry of Finance, Planning and Economic Development and this



Ministry will provide the necessary guidance on the status of the supplementary requests in the course of FY 2025/2026.

3.0 MANAGEMENT OF RECRUITMENT

3.1 Clearance to recruit

1. It has been noted that although Government allocated funds in FY 2024/2025 for recruitment of Health professionals for newly upgraded health facilities, newly constructed schools with support from Uganda Inter Fiscal Transfer (UGIFT) and facilities and schools with low staffing levels, the recruited staff have either been deployed to different facilities or schools or are on payroll in the new facilities but actually deployed to a different facility or school.
2. Further wage has been allocated in FY 2025/2026 for recruitment of Health professionals for newly upgraded health facilities, newly constructed schools with support from UGIFT and facilities and schools with low staffing levels. In order to ensure that recruited staff are deployed as per plan, adverts for recruitment must be run under the specific schools or health facility. The Ministry and Line Ministries will ensure that during monitoring and inspection, this guidance is complied with.
3. The list of Health facilities and schools where additional wage has been allocated for recruitment in FY 2025/2026 is attached as **Annex 2** for ease of monitoring.
4. The Ministry further wishes to reiterate that no clearance to recruit is required for recruitment on replacement basis and that such recruitment may be initiated three (3) months to the date of exit in case of mandatory retirement or immediately in case of death or early retirement.
5. Responsible Officers in MDAs/LGs are also reminded that the deadline for submitting requests for clearance to recruit accompanied by a detailed wage performance analysis and staffing analysis as guided is **30th December, 2025**. Any request made after the indicated deadline will not be considered.

3.2 Accessing new employees on Payroll

1. Access of new employees onto the payroll will continue to be restricted until attainment of full implementation of the Recruitment Management module on HCM by the Appointing Authorities and integration of the recruitment module of HCM with the PBS.
2. MDAs/LGs shall continue to undertake quarterly wage performance analysis and submit a report to the Ministry for noting and or action.



3.3 Falsification of Documents

1. Section A-c (18) of the Uganda Public Service Standing Orders 2021 provides that any person who presents false documents for the purpose of appointment into the Public Service shall be liable for criminal proceedings in accordance with the law. Arising out of various validation activities of staff across the Service, it has been observed that some Public Officers accessed Government payroll using forged documents like appointment letters, posting instructions and confirmation letters as well as academic documents. Forgery is a criminal offence under Sections 319, 322, 324, 328, 330, and 332 of the Penal Code Act Cap 128.
2. Section F-r (7)(a) of the Uganda Public Service Standing Orders 2021, classifies any offence under the Penal Code, among other legislation, as a gross misconduct. Gross misconduct is defined as conduct which destroys the relationship of trust and confidence between the Public Officer and a Ministry or Department or an Agency or a Local Government, and renders the working relationship untenable. Gross misconduct results in retirement in public interest or dismissal. Many of these forgeries are perpetuated by some errant officers in liaison with fraudsters purported to be officials from the MDAs/LGs. Any person who is found to have forged documentation, or had previously accessed the payroll using forged academic documents and/or appointment letters (and therefore misrepresentation), shall not be eligible for appointment in the Public Service even when they acquire genuine ones thereafter.
3. Where forgeries of any documentation have been discovered, the due process of disciplinary action should be instituted taking into account the principle of natural justice.
4. Responsible Officers and Appointing Authorities are enjoined to undertake due diligence in verification of documentation presented to them during recruitment, appointment, posting, confirmation and access onto the payroll to ensure this vice is curbed.

4.0 MANAGEMENT OF PENSION AND GRATUITY IN THE PUBLIC SERVICE

4.1 Retirement of employees occupying abolished positions

1. Under Circular Letter No. 1 of 2023, Responsible Officers were advised not to retire Public Officers occupying abolished positions which had been communicated in a Circular Letter No. 1 of 2022, since the budget for severance package, pension and gratuity had not been provided. It has however been noted that some Officers retired on abolition of office some affected employees and failed



to pay the severance package provided in Regulations 24 and 28 of the Pensions Regulations of the Pensions Act, Cap 89 as well as schedule 2 of the Act.

2. Responsible Officers are informed that, no specific budget has been provided in FY 2025/2026 for retiring Public Officers occupying abolished positions. It therefore follows that implementation of Circular Letter No. 1 of 2022 is still deferred until funds have been secured. Votes that have budgeted for both the severance package (non-wage obligation) and the pension and CPG can, however, retire on abolition of office Public Officers occupying abolished positions.
3. Responsible Officers are enjoined to include in their none wage budget for FY 2026/2027 the severance package for the officers occupying the abolished positions as well as budget for their pension and CPG. The list of affected officers should be attached including the details of the computation. The submission for pension and gratuity should be accompanied by a confirmation that the severance package has been planned for. In the meantime, the Ministry will create temporary positions for the abolished positions on HCM and the Integrated Personnel and Payroll System (IPPS) to ensure the continued payment of the affected officers in post until their eventual retirement when funds have been made available.

4.2 Implementation of the Report of the Auditor General on the Special Pension Payroll Audit

1. The Auditor General issued specific reports to Responsible Officers on the Special Audit of the Pension Payroll in line with the policy on the decentralized management of pension and gratuity. Responsible Officers are obliged to respond to the queries as well as implement the recommendations therein, however some Responsible Officers have remained adamant and in some cases referred the affected pensioners or beneficiaries to the Ministry of Public Service where it is not necessary.
2. This is to guide that the responsibility for implementing the directives of the Auditor General lies with the respective Responsible Officers. The Ministry of Public Service is responsible for policy related recommendations, most of which are being addressed.
3. Specifically regarding the queries related to lack of pension files, missing essential documents on files and pensioners and beneficiaries who missed the validation exercise as well as those who have earned pension for over 15 years after retirement and have since died, Responsible Officers are advised to:-
 - a. deactivate those who have died whether they have earned pension for fifteen years or not. In case the estate of the deceased person is entitled to further



payment in accordance with Sections 18 and 19 of the Pensions Act, Cap 89, restoration on the payroll should be after producing letters of Administration or probate;

- b. while processing benefits of deceased persons, an end date, which is the fifteenth anniversary of death, should be put to ensure that the benefit is not paid beyond fifteen years.
- c. deactivate from the pension payroll, the pensioners or beneficiaries who missed the validation exercise. Where the pensioner or beneficiary has appeared in person, he or she should complete the Life Certificate after which the Responsible Officer should restore him or her on payroll after clearance by Internal Audit, write to Office of the Auditor General, copied to the Ministry of Public Service for noting that the pensioner or beneficiary has appeared and is a bonafide retiree of the Vote and that he or she has met the requirements provided under the Pensions Act to continue receiving pension.
- d. check from the online Electronic Documents and Records Management System (EDRMS) or the Pensions Registry at the Ministry of Public Service the files and documents of Pensioners and beneficiaries found to be lacking pension files or essential documents required for payment of pension. The actions to be taken after authenticating the records should follow the ones described in 4.2(c) above.

4.3 Automation of Pension Indexation (Adjustment) for Inflation (Price)

1. The Ministry was unable to automate pension indexation in FY 2024/2025 due to non-provision of the budget mainly to allow the Office of the Auditor General conclude the comprehensive audit of the pension payroll.
2. The estimates for indexation from FY 2021/2022 to FY 2023/2024 have been submitted for consideration through supplementary appropriation together with supplementary requests submitted by Votes to cater for pension, CPG and contract gratuity. The Service will be informed once the budget has been made available.
3. Responsible Officers are therefore advised to wait for official communication from this Ministry on indexation and avoid manual adjustment of the pension amount in the name of indexation.

4.4 Management of Retirement/ Exit from the Service

1. While the Ministry undertook a pension business process re-engineering in 2018 and reduced the pension business process from twenty-eight (28) steps to four (4), some Responsible Officers continue to advise Public Officers retiring mandatorily



from the service to apply for retirement from the service to apply for retirement from the Ministry of Public Service.

2. This is to remind Responsible Officers that mandatory retirement does not require authority from the Pensions Authority and is in line with the guidelines on decentralization of pension processing and management, Responsible Officers are required to issue a notification letter to the retiring officer and initiate the processing of the retirement benefits six (6) months to the due date.

4.5 Application for Early Retirement

1. Following the implementation and rollout of Human Capital Management (HCM) system in the Service and as already communicated, applications for Early Retirement should be initiated online by the employee who should then transit the record to the Responsible Officer for onward transmission to the Pensions Authority for approval.
2. Responsible Officers of Votes implementing HCM are reminded and advised to guide those applying for early retirement of the changes. While forwarding the requests, the Responsible Officer must explicitly state whether they have adequate pension and gratuity budget to pay the employee should the retirement be granted. Similarly Responsible Officers are reminded of the application deadline of 30th September of each year.

4.6 Automation of Pension Processing on HCM after Retirement

1. When a Public Officer attains the mandatory retirement age or his/ her retirement of any type is approved on HCM, the applicable pension and/or gratuity computation is auto-generated by the system. A notification is accordingly sent to the Head of Human Resource Management of the Entity to confirm the accuracy of the retiree's computation parameters comprising date of assumption of first appointment, date of retirement, basic salary at retirement, any break(s) in service and an updated Financial Coding Block (FCB) to enable smooth transition to the pension payroll. If any of the parameters is wrong, the Head of Human Resource Management should update the retiree's record with correct information following the due process in the Employee Information Cycle (ELC) module or Payroll and Deductions Management module specifically for update of FCB for gratuity and thereafter, re-calculate and add the retiree on the pension payroll.
2. With this automation of the retirement, pension and gratuity processing on HCM, it is no longer a requirement for retirees to fill the Public Service Form (PSF) 21 prior to processing their pension and gratuity. Responsible Officer should stop asking for filling of PSF 21 which we noted is still constituting a delay in processing retirement benefits. Pension Form NS 20B remains a requirement for



retirees with outstanding financial obligations to Government against which a recovery is required.

4.7 Double Payment of Pension Arrears

1. It has been reported that some Responsible Officers compute and pay pension arrears together with gratuity in the month of processing the retirement benefit but again initiate residual arrears computation and submit using the residual arrears form to the Ministry of Finance, Planning and Economic Development. These once the funds are provided, process and it is paid as a cost item per period on HCM. This practice is fraud and the perpetrators are liable to criminal prosecution and disciplinary action in accordance with the Uganda Public Service Standing Orders, 2021.
2. The attention of the Internal Auditor General and Auditor General are drawn to this particular vice.

4.8 Validity of Letters of Probate or Administration

1. Sub- Section 255(2) of the Succession Act, Cap 268 provides that a letter of Probate (where a will exists) shall be granted for a period not exceeding two years. Under Sub- Section 255(3), Court may on application extend the period prescribed in subsection 255(2) for a further period of two years or any other reasonable time as determined by Court if the Court is satisfied that it is in the best interest of the beneficiaries to extend the period; and the person to whom the grant of probate was made, has complied with the provisions of the Succession Act Cap 268 or any condition on which probate was granted; and has obtained the consent of all the beneficiaries in the estate for which probate was made.
2. Similarly, under Section 256 of the Succession Act, Cap 268, where a letter of Administration (Where no will exists) is granted under Subsection (1), Subsection (2) provides that it shall be valid for a period not exceeding two years. Court may under Sub-Section (3) on application extend the period prescribed in subsection (2) for a further period of two years or any other reasonable time as determined by Court where the Court is satisfied that it is in the best interest of the beneficiaries to extend the period; and (b) the person to whom letters of administration were granted has complied with the provisions of Succession Act, Cap 268, or any condition to which the grant of letters of administration is subject to; and obtained the consent to apply for the extension of the letters of administration from all the beneficiaries of the estate to which the letters of administration apply.
3. The Service is informed that under Sections 255(4), and 256(4) on the validity period for letter of probate and administration respectively do not apply to:-



- a. letters of probate or administration granted under section 212 (Administration where child is sole beneficiary or residuary legatee); or
- b. for purpose of pension forming part of the estate; or
- c. the portion of the estate administered under section 23(2), applicable to letter of Administration only.

5.0 PERFORMANCE MANAGEMENT

5.1 Implementation of the BSC across Government

1. Government adopted the Balance Score Card (BSC) as a results based Performance Management System with effect from 1st July 2024 which imposes an obligation on all Responsible Officers to fully implement the initiative.
2. Effective 1st July 2025, Performance Management using the BSC will be automated and all Public Officers shall plan and appraise staff through the Performance Management Module on the Human Capital Management (HCM) system. This requires the Responsible Officer to plan for capacity building for staff and managers to effectively supervise, plan and manage performance.

5.2 Development, Review and Implementation of Client Charters in the Public Service

1. The Ministry issued the revised Guidelines under CSI No.5 of 2022 on the development and implementation of a Client Charter in the Public Service. It follows that those Client Charters expired on 30th June 2025.
2. Responsible Officers are reminded to review those Client Charters which should be aligned to NDPIV from FY 2025/2026 to FY 2029/2030.
3. Copies of the approved Client Charters should be submitted to this Ministry by 30th December 2025.

6.0 HUMAN RESOURCE PLANNING AND DEVELOPMENT

6.1 Human Resource Planning

1. One of the key strategies for Public Service transformation is strengthening the Human Resource Management function to enhance responsiveness, efficiency, effectiveness, and accountability in resource utilization and service delivery. As part of this effort, the Ministry of Public Service developed and disseminated the Human Resource Planning Framework (HRPF) under Circular Standing Instructions No. 3 of 2022, dated 6th July 2022 (ADM.80/80/01). This framework



guides Ministries, Departments, Agencies, and Local Governments (MDA/LGs) in understanding their roles and responsibilities in the development and implementation of Human Resource Plans aimed at improving the recruitment, development, and retention of a skilled and professional workforce.

2. In view of the above, MDA/LGs are required to develop and submit an Annual Human Resource Plan. This plan must be completed using the Human Resource Planning (HRP) Module integrated within the HCM system. The Deadline for submission of the Hard copies to the Ministry of Public Service is **31st October** of each year.

6.2 Capacity Building Plan

1. Under Circular Standing Instruction No. 2 of 2022 (ADM/80/80/01), MDAs/LGs were guided to prioritize Human Resource Development by adopting the Capacity Building Framework and Plan, and aligning their respective capacity building and training plans to it accordingly. MDAs/LGs are required to domesticate the framework and submit their Annual Training Plans to this Ministry by 31st January each year, to enable effective oversight, coordination, and support in strengthening human resource capacity across the Public Service.
2. The Framework requires each entity to develop a Five-Year Capacity Building Plan, from which annual training plans shall be derived. Monitoring reports however show that only 10% of entities currently have valid capacity-building plans. This results into uncoordinated training efforts with minimal impact on service delivery.
3. Responsible Officers are therefore reminded to prepare their Capacity Building Plan, aligned with the Vote's Development Plan which should be submitted annually as required.

6.3 Professionalization of Cadres

Government is committed to the professionalization of all public service cadres and in order to achieve this, a Professionalization Framework and related strategies have been issued by Ministry of Public Service for implementation by all entities. The Ministry once again wishes to advise Responsible Officers to establish and support Professional Development Committees (PDCs) within their respective parent Ministries as well as plan and budget for their operations.

6.4 Talent and Succession Planning

Under Circular Standing Instruction No. 5 of 2023, the Ministry of Public Service introduced the Talent and Succession Planning Framework in the Service which requires Responsible Officers to ensure the framework is implemented and that critical roles are identified, leadership potentials are assessed and succession plans



are developed to ensure continuity and institutional memory. This is to remind all Responsible Officers to comply with Circular Standing Instruction No. 5 of 2023.

6.5 Employee Wellness and Health

1. As per the Circular Ref: HPS197/230/01 from the Head of Public Service and Secretary to Cabinet, and the Uganda Public Service Standing Orders, 2021 all entities must Plan and budget for staff wellness and health-related activities. These include physical wellness programs but also incorporate health and wellness initiatives into the overall Human Resource strategy to promote a healthy and productive workforce.
2. Responsible Officers are reminded that compliance with employee health and wellness programmes as one of the Human Resource Management practices is mandatory. Failure to meet these requirements will negatively impact institutional performance and may attract sanctions during Human Resource audit and performance evaluations.

6.6 Costed Service Delivery Standards

1. This Ministry Costed Service Delivery Standards for selected Local Government services for Health; Education; Water and Environment; Social Development; Lands, Housing and Urban Development; Works and Transport; Production and Marketing and Public Sector Management. The selected costed standards were compiled and published as a compendium of Local Government Costed Service Delivery Standards, which were launched for implementation by LGs at two regional workshops in Mbale and Masaka Cities on the 26th and 27th June 2024.
2. The costed service delivery standards are expected to deliver the following benefits:
 - a. Provide a yardstick for developing Institutional plans & budgets, client charters, manpower forecast and framework for inspection, monitoring & evaluation;
 - b. Determine the minimum budgets /cost for providing a service;
 - c. Empower service recipients and communities to demand for services that are due to them at the appropriate standard, cost and provide a basis upon which levels of satisfaction with standards can be evaluated;
 - d. Provide a basis for the review of management systems and processes; and
 - e. Enforce quality assurance and compliance mechanisms for service delivery against local, national and international standards and best practices.



3. Quarterly assessments on the performance of these standards in Local Governments will commence in FY 2025/2026 and the findings and results will be consolidated into an annual report for dissemination to stakeholders.
4. Responsible Officers and other Public Officers are enjoined to support the application of these standards in the performance of duty and in delivering services. Service recipients, service providers and the general public are encouraged to utilize the compendium of Costed Service Delivery Standards which is available on www.publicservice.go.ug

7.0 IMPLEMENTATION OF THE HUMAN CAPITAL MANAGEMENT SYSTEM (HCM)

7.1 Status of HCM Roll-Out

By close of FY 2024/25, the Human Capital Management System (HCM) System had been rolled out to 254 MDAs and LGs across phases 1, 2 and 3. Responsible Officers of Entities which have been on-boarded on HCM but have remained using Integrated Personnel and Payroll System (IPPS) are enjoined to commence using the automated Human Resource Management functions on HCM without fail.

7.2 Un-migrated Public Officers and Pensioners

1. Whereas HCM has been implemented in 254 MDAs and LGs, some entities have a balance of Public Officers and pensioners who have not been migrated from IPPS to HCM. The reasons for non-migration of the employee/pension records include but are not limited to the following:-
 - (i) Public Officers recruited and accessed on the payroll without positions on the approved structure of the MDA/LG;
 - (ii) People in-post exceeding the approved position quota in the structure;
 - (iii) Public Officers, pensioners and beneficiaries who are not verified against the National Identification Register;
 - (iv) Non-provision of the requisite information necessary for migration e.g. duty stations, retirement type for pensioners, separated data of the deceased from the estate administrator for death cases among others; and



- (v) Lack of critical service records like appointment letters on file and in some cases, the entire file is non-existent.
2. Responsible Officers are informed that the support and maintenance of the IPSS expired and was not renewed. It should be noted that it is risky to maintain Public Officers on an un-supported system and therefore Government plans to fully decommission IPSS in FY 2025/26.
 3. Where MDAs and LGs have Public Officers whose positions are not on the structure or exceed approved quotas, Responsible Officers should seek trade-offs with existing vacant positions observing the wage budget neutrality principle. Unverified Public Officers, pensioners and beneficiaries should be verified immediately and any exceptions be handled within the provisions of Establishment Notice No.5 of 2019.
 4. Every Public Officer, Pensioner or Estate Administrator should have well-kept files in his/her MDA/LG of deployment comprising various official records, in accordance with Section P-d of the Uganda Public Service Standing Orders, 2021, from which the service information required for migration to HCM is obtained. Responsible Officers are reminded of this obligation and required to provide the missing information by 1st September 2025 to facilitate the transition of un-migrated records by close of Quarter one FY 2025/16.

7.3 Assignment of Roles of Heads of Department and Head of Human Resource Management to officers when there are more senior officers in the same hierarchy on HCM

Responsible Officers often submit for the creation and assignment of user roles on HCM for Heads of Department and Heads of Human Resource Management functions to junior staff when there are more senior officers at a higher level in the same hierarchy. This contravenes provisions of Section E-c (11) of the Uganda Public Service Standing Orders, 2021. Heads of functions must perform their functions and take responsibility of the dockets they head. Whereas some Responsible Officers cite incompetence, poor performance and indiscipline of some heads of functions as reasons for this practice, your attention is drawn Sections A-n and F-t of Uganda Public Service Standing Orders, 2021, that should be used to deal with performance management and disciplinary issues respectively.

7.4 Comprehensive Data Cleaning of the Migrated Records to HCM

During HCM implementation in MDAs and LGs in phases 2 and 3, this Ministry adopted a revitalised and fast-tracked roll-out to accelerate the Go-live launch to give priority to strengthened wage controls and payroll management. To achieve



this, focus for data cleaning was put on Public Officers with 55 years and above plus other records with inaccuracies that were glaringly identifiable. Effective FY 2026/27, this Ministry will undertake a comprehensive data cleaning of records of all other Public Officers who were below 55 years of age at the time of the roll-out of each vote.

Responsible Officers are enjoined to ensure that employee personal and service records are available on the Public Officers' respective files. The expected records shall include but not limited to; Appointment letter on probation, confirmation letter, appointment letter on promotion (if any), PSC/ESC/PSF No. 3 or any other forms filled while joining the service, Personal Record Forms, performance appraisal forms etc.

8.0 OTHER HUMAN RESOURCE MANAGEMENT ISSUES

8.1 Accelerated Promotion

1. Section A-g Paragraph 8 (b) of the Uganda Public Service Standing Orders, 2021 states that accelerated promotion shall be permitted where efforts have been made to fill the vacancy through a competitive process on two occasions and failed to attract a suitable candidate. Accelerated promotion shall not be to a post more than two steps above a public officer's substantive grade or post and that the request shall be submitted for clearance to the Responsible Permanent Secretary with evidence of previous attempts to fill the vacancy on two occasions and academic and professional documents and service records of the officer being recommended for accelerated promotion.
2. The Ministry has noted with concern that some Responsible Officers are making submissions for accelerated promotion with adverts where they have failed to attract suitable candidates on two occasions that are beyond five (5) years from their current submission. Besides, some submit candidates who lack the minimum qualification requirements for the job and or candidates who are lower in rank by two grades.
3. This is therefore to advise Responsible Officers to comply with the above provisions and that waivers for accelerated promotion sought from and granted by the Ministry of Public Service are time bound and are only valid within the Financial Year of issuance. In addition, the adverts in question should be those published after 1st November 2021.

8.2 Mandatory Induction of Newly Recruited Public Officers

1. The Ministry of Public Service through the Civil Service College Uganda (CSCU) developed Mandatory training courses for Public Officers from entry level to strategic national leadership level, to enhance their service delivery capacities so



that institutional inefficiencies are curbed, conformity to Government policies is strengthened and the services delivered are standardized.

2. Compulsory training is a critical component of the continuous professional development path for Public Officers and a mandatory requirement for progression from one level to another. In a bid to operationalize the first level of mandatory training (Induction Training), Ministry of Public Service has secured funding to undertake induction training for all newly recruited public officers effective FY 2025/2026.
3. Accordingly, Responsible Officers are required to undertake the following to support this process:-
 - a. Submit a schedule of all staff that were recruited in FY 2024/2025 and were not inducted, indicating their names, titles, date of assumption of duty and department of deployment; and
 - b. Submit on quarterly basis to the Ministry of Public Service schedules of newly recruited public officers where recruitment has been undertaken and staff have reported for duty, providing the details indicated in (i) above.
4. On receipt of the submissions, Civil Service College(CSCU) will schedule Induction Trainings at both regional and College level and notify the Responsible Officers accordingly.

8.3 Implementation of Structures under the Rationalization of Government Agencies and Public Expenditure (RAPEX)

1. In line with the Cabinet Directive under Minute No. 190 (CT 2022) the position of Director has been abolished. A few exceptions and change in Nomenclature have been provided in the Guidelines for the Implementation of the Cabinet Decision on Phasing-Out the Position of Director and Rationalization of the position of Commissioner or it's equivalent in the Public Service, 2025.
2. Similarly, under the above Guidelines, the Department of Finance and Administration has been streamlined to include the functions of Administrative Support Services, Finance and Accounts, Human Resource Management, Planning, Policy Analysis and Procurement. Accordingly, the Job Description and Persons Specification for the position of Undersecretary has been reviewed and disseminated for implementation:



3. Responsible Officers of Central Ministries and the Secretary, Public Service Commission are advised to implement the above Guidelines.
4. The coordinating entity for the Rationalization Reform at sector level is the Permanent Secretary of the Line Ministry. Through the Ministerial Steering Committee, the Line Ministry shall:
 - (a) Coordinate the submissions of staff to be absorbed to the relevant Service Commission for validation, interviews and appointment.
 - (b) In case of Mainstreamed Agencies, the Ministry will implement the results communicated by the Service Commissions;
 - (c) Be responsible for payment of terminal Benefits for all the institutions affected by RAPEX under the jurisdiction of the Ministry. In Principle, the payment of terminal benefits should be in line with the Human Resource Manual of the previous institutions; and should be clearly verified by the Pension Authority and the Internal Auditors.
5. The Ministry of Public Service has shared the list of non- absorbed staff, vacant positions under different Ministries and the applications for the staff who were not absorbed, but are interested in working with the mainstream Public Service, The Permanent Secretaries of different Line Ministries have a duty to urgently make submissions to the Service Commissions to fill the vacant positions.
6. In the interim period, guidance regarding the modalities of managing the Human Resources in the entities affected by RAPEX, the Agencies whose (legal framework (Bills) are still pending in Parliament have been advised to extend the contracts of staff for one (1) year, up to 30th June, 2026. Similarly, the Agencies whose Bills are pending assent have been advised to extend the contact of staff by six (6) months up to 30th December, 2025.

8.4 Establishment and Operationalisation of Service Uganda Centers.

Government of Uganda is currently undertaking a reform on the establishment and operationalization of Service Uganda Centers (SUCs) across the Service. Hoima Regional Service Uganda Centre, being the latest centre was launched on 28th July, 2023; with the participation of various Government Institutions; which were allocated space to provide Public Services.

This is to appeal to the Institutions who have signed MOUs to provide services under the SUCs to honour their obligations; and continuously register their



presence at the center. Failure to comply will lead to loss of their desks to other MDAs who are more committed.

9.0 IMPLEMENTATION OF THIS ESTABLISHMENT NOTICE

1. The effective date for implementation of this Establishment Notice is **1st July 2025**. Responsible Officers should bring the contents of this Establishment Notice to the attention of all Public Officers for information, compliance and/or implementation.
2. Failure to adhere to the provisions of this Establishment Notice may attract sanctions in accordance with the legal, policy and regulatory framework currently in force.
3. This Establishment Notice can also be accessed on the Ministry of Public Service website: www.publicservice.go.ug
4. Inquiries/ queries arising from implementation of this Establishment Notice should be addressed to the undersigned.



Catherine Bitarakwate Musingwiire (Mrs)
PERMANENT SECRETARY

DISTRIBUTION "B"

ANNEX 1: TEMPLATE FOR SUBMITTING WAGE ESTIMATES FOR FY 2026/2027

TEMPLATE FOR SUBMITTING WAGE ESTIMATES FOR FY 2026/2027							
Payroll Category	Approved Establishment (staff positions)	No of Staff in Post	Percentage of Staffing Levels	Wage Bill as at FY 2025/2026	Wage for Vacant HoD Positions in FY 2026/2027	Recruitment Plan for FY 2026/2027 (Critical Positions)	Total of additional Wage (FY 2026/2027)
Primary Health Care							
Primary Education							
Secondary Education							
Agriculture Extension							
Local Government							
Unconditional Grant							
Urban Unconditional Grant							
Decentralized Tertiary							
LG Political Leaders & DSC							
Central Government							
GRAND TOTAL							

Notes: Submission should be accompanied by relevant attachments



Annex 2: Health facilities and Schools where Additional Wage has been allocated for recruitment in FY 2025/2026

LIST OF SCHOOLS PROVIDED WAGE FOR RECRUITMENT			
Vote Code	Local Government	Sub-county/ School Name	Allocated Wage
801	Abim District	Morulem	670,480,764
801	Abim District	Kiru T.C	670,480,764
806	Amudat District	Amudat	670,480,764
807	Amuria District	Apeduru	670,480,764
807	Amuria District	Amolo	670,480,764
828	Butebo District	Kachuru	670,480,764
814	Bugweri District	Idudi	670,480,764
815	Buhweju District	Bhinga	670,480,764
826	Butaleja District	Kaiti	670,480,764
830	Buyende District	Gumpi	670,480,764
830	Buyende District	Irundu	670,480,764
834	Hoima District	Buhanika	670,480,764
835	Ibanda District	Kijongo	670,480,764
842	Kaberamaido District	Oriamo	670,480,764
844	Kakumiro District	Kitaihuka	670,480,764
844	Kakumiro District	Nkook	670,480,764
849	Kamuli District	Kasambira	670,480,764
851	Kanungu District	Bushogi	670,480,764
853	Kapelebyong District	Acinga	670,480,764
853	Kapelebyong District	Alito	670,480,764
854	Karenga District	Lokori	670,480,764
855	Kasanda District	Kyakiddu S.S	670,480,764
855	Kasanda District	Kiganda	670,480,764
857	Katakwi District	Okore	670,480,764
857	Katakwi District	Getom	670,480,764
857	Katakwi District	Akoboi	670,480,764
857	Katakwi District	Okolonyo	670,480,764
858	Kayunga District	Mataba	670,480,764
859	Kazo District	Kayanga	670,480,764
860	Kibaale District	Kasimbi	670,480,764
861	Kiboga District	Kambugu S.S	670,480,764
889	Masindi District	Kinumi	670,480,764
889	Masindi District	Labongo	670,480,764
894	Mityana District	St. Kizito S.S Bbanda	670,480,764
902	Nakaseke District	Kasambya	670,480,764
909	Ngora District	Agirigiroi	670,480,764
911	Ntungamo District	Kibasti	670,480,764



919	Pallisa District	Obutet	670,480,764
919	Pallisa District	Gogonyo	670,480,764
921	Rubanda District	Kibuzijye	670,480,764
924	Rukungiri District	Bikurungu T.C	670,480,764
926	Sembabule District	Kalubbubu seed S.S .Mitete	670,480,764
926	Sembabule District	Lugusulu	670,480,764
930	Soroti District	Dakabera	670,480,764
932	Tororo District	Mwello	670,480,764
932	Tororo District	Pajwenda	670,480,764
605	Jinja city	Wanyange Seed School	670,480,764
TOTAL BUDGET			31,512,595,908

LIST OF HEALTH FACILITIES PROVIDED ADDITIONAL WAGE IN FY 2025/2026

SN	HC IIIs	District	Status	Funding Source	Additional Wage
1	Rutokye HC III	Mitooma	New	GoU	360,000,000
2	Sekulo HC III	Budaka	New	GoU	360,000,000
3	Arocha HCIII	Apac MC	New	UGIFT	360,000,000
4	Nsawo HCIII	Kiira MC	New	UGIFT	360,000,000
5	Kibiri HCIII	Makindye Sabagabo MC	New	UGIFT	360,000,000
6	Nsotoka HC III	Kayunga	New	GoU	360,000,000
7	Nyagilia Health Centre III	Koboko Municipal Council	New	UGIFT	360,000,000
8	Nalubwoyo Health Center III	Amolatar	New	GoU	360,000,000
9	Ongica HC III	Lira City	New	GoU	360,000,000
10	Mwongyera HC III	Rubirizi	New	UGIFT	360,000,000
11	Kyondo HC II	Bundibugyo	Upgrade	UGIFT	360,000,000
12	Kabingo HC II	Kasese	Upgrade	UGIFT	360,000,000
13	Kinoni HCIII	Nakaseke	Upgrade	GoU	360,000,000
14	Kisiita HC III	Kakumiro	Upgrade	GoU	360,000,000
15	Butungama Health center III	Ntoroko	Upgrade	UGIFT	360,000,000
16	Oladot HC III	Pallisa	Upgrade	URMCHIP	360,000,000
17	Palam HC III	Katakwi	Upgrade	GoU	360,000,000
	Sub- Total				6,120,000,000

FUNDING REQUIREMENTS FOR FUNCTIONALISATION OF HC IVs

SN	HC IV	District	Status	Funding Source	Additional Wage
1	Bulucheke HC III	Bududa	Upgrade	GoU	650,000,000
2	Bukuya HC IV	Kasanda	Upgrade	GoU	650,000,000
3	Maracha HCIV	Maracha	Upgrade	GoU	650,000,000



4	Rwebisengo HC IV	Ntoroko	Upgrade	GoU	650,000,000
5	Patongo HC IV	Agago District	Upgrade	UGIFT	650,000,000
6	Kachumbala HC IV	Bukedea District	Upgrade	GoU	650,000,000
7	Mpara Health Center IV	Kyegegwa	Upgrade	GoU	650,000,000
8	Ober HC IV	Lira City	Upgrade	GoU	650,000,000
9	Bitereko HC III	Mitooma	Upgrade	GoU	650,000,000
10	Lwebitakuli HC III	Sembabule	Upgrade	GoU	270,000,000
11	Akokoro HC III	Apac	Upgrade	GoU	650,000,000
12	Kira HC IV	Kira Municipality	Upgrade	UGIFT	650,000,000
13	Namalu HC III	Nakapiripirit	Upgrade	GoU	650,000,000
14	Nyabirongo HC III	Kasese	Upgrade	UGIFT	650,000,000
15	Nyahuka HC IV	Bundibugyo	Upgrade	GoU	650,000,000
16	Wera HC III	Amuria	Upgrade	UGIFT	650,000,000
17	Ngogwe HC III	Buikwe	Upgrade	GoU	650,000,000
	Sub- Total				10,670,000,000

FUNDING REQUIREMENTS FOR FUNCTIONALISATION OF HOSPITALS

SN	HOSPITAL	District	Status	Funding Source	Additional Wage
1	Busolwe General Hospital	Butaleja	Upgrade	GoU	1,800,000,000
2	Muko General Hospital	Rubanda	Upgrade	GoU	1,800,000,000
3	Mitooma Community Hospital	Mitooma	Upgrade	GoU	1,800,000,000
4	Rukoki General Hospital	Kasese	Upgrade	GoU	1,800,000,000
	Sub- Total				7,200,000,000
	GRAND TOTAL				23,990,000,000

