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General Overview

1. Uganda, like several other developing countries in Africa, suffers from a perennial shortage of high level skilled manpower. This has been a major impediment retarding economic and social development. The problem has become more acute in Uganda as a result of an unprecedented rate of Ugandanisation of the economy, precipitated by the declaration of the so-called economic war in 1972. This declaration generated the mass exodus of non-citizens, as well as citizens of Asian origin who for a long time dominated the technical and managerial positions in the different sectors of the economy.

2. The problem of technical and managerial personnel shortage has been persisting for some time. According to a manpower survey undertaken and published by the Ministry of Planning and Economic Development in 1967, it was revealed that as many as 74% of professionals were non-Ugandans. The survey also revealed that the number of people holding positions for which they were not theoretically qualified was far too large in the higher technician group, where a minimum of High School Certificate plus at least 6 months of formal or practical training is required. The posts found to be difficult to fill included those for top management personnel, engineers, accountants, foremen, and mechanics.

3. As a remedial action, the 1967 Survey proposed an expansion in the educational system that would provide for trained manpower necessary for rapid economic development. By the same token the Survey recommended the creation of a Manpower Planning Board to strengthen and broaden the capacity of the Manpower Planning Sector of the Ministry of Planning and Economic Development. The membership of the Board as then recommended was to have consisted of institutions and individuals most concerned with overall manpower, employment, education, and training problems both in the Government and in the private sectors.

4. The situation as revealed by the 1967 Manpower Survey remained unchanged and seemed to have deteriorated during the military regime. The Manpower Planning Board that has been proposed by the 1967 Survey was never established.

5. Another manpower survey undertaken by the Ministry of Planning and Economic Development with the assistance of UNDP/ILO in 1977, but not published, also drew attention to the need for a collective approach to manpower planning, and proposed the creation of a National Manpower Advisory Committee. It was intended that the Committee would advise, *inter alia* on manpower work programme priorities which would include sectoral studies of manpower requirements, study of critical shortage occupations, assessment of bottleneck areas in the educational and training systems, and periodic salaries reviews. As mentioned before, no such body was established by the military government despite its potential usefulness.

6. The 1977 survey, as the one before it, also high-lighted the shortage of professional manpower. It further revealed that the shortage had been compounded by the inappropriate utilisation of the relevant skills available. Most of the professionals were working at less than their full capacity due to the shortage of supporting technical personnel. For example, the ratio of technicians to engineers was estimated to be 3.3 : 1. The survey therefore stressed, as the 1967 survey did, the need to give the highest priority to training, especially to cover middle-level manpower.

7. Before the 1976 Manpower Survey took place, a Government Commission undertook a comprehensive review of public service salaries during 1973 and 1974 and also emphasised the need for strengthened training. It pointed to the shortcomings that had reduced the effectiveness of training in the public service, with the following effects:

- inability of the Training Division of the Ministry of Public Service and Cabinet Affairs, due to lack of authority and inadequate staffing, effectively to exercise its responsibility as the central institution for overseeing training in the civil service;
- departmental training institutions were staffed with tutors who lacked training or relevant background in teaching; in addition, no central arrangements existed for their training;
- little or no effort existed to coordinate, control and provide guidance from the centre to the various departmental training institutions. Equally there has been no particular body at the national level to monitor the dispersed different training institutions in order to ensure that their objectives were being achieved;
- in the parastatal and private sectors, only a few organisations had carefully worked out training programmes; also there was hardly any coordination with the training programmes of the Central Government.

8. Arising from the need to coordinate the training effort in the Government, the Public Service Salaries Review Commission of 1973/74 recommended that a National Training Council be established within the Ministry of Planning and Economic Development to perform a number of functions including particularly the following:-

- to advise or determine a central training policy;
- to coordinate the use of training resources;
- to encourage an interchange of tutors among training institutions;
- to ensure maximum utilisation of training institutions and facilities;
- to ensure that training institutions are staffed with adequately qualified and experienced teachers;
- to ensure that the objectives of government sponsored programmes are relevant to the needs of Uganda.

9. The commission also recommended that the existing training institutions responsible for different forms of professional, technical and managerial training should be helped to strengthen their programmes. The institutions concerned included Makerere University and its specialised institutes; the Institute of Public Administration; Management Training and Advisory Centre; National Teachers' College, Kyambogo; Uganda Technical College; Uganda College of Commerce; and Departmental Training Institutions. The Departmental Training Institutions include: the Bukalasa Agricultural Institute, Arapai Agricultural College, Nybyeya Forestry College, National (Agricultural) Mechanisation College, Kigumba Training College, Entebbe Veterinary Training Institute, Fisheries Training Institute, Nakawa Vocational Training Centre, Medical Assistants' Training Schools, School of Hygiene, Nurses and Midwives Tutor Training School, and Road School.

10. Despite the marked interest in professional and technical training, as well as the repeated attention drawn to it by different Manpower Surveys and similar bodies, the military government failed to make sufficient provision to enable the existing educational and training institutions to strengthen and expand their programmes. Equally, Government did not encourage the creation of new ones nor was it interested in planned or existing staff development programmes.

## Study Approach

11. Attention in this paper has been focused on public sector employment due to the lack of data regarding private sector employment. The limited time available for the study in relation to the volume of work involved has been another reason for limiting the study to the public sector. Notwithstanding this limitation, public sector employment was seen to be sufficiently representative of the manpower intensity in the entire economy. For example, according to data collected from the Statistics Division of the Ministry of Planning and Economic Development which are summarised in Table 30.1, public sector employment was 56% of total employment in Uganda at the end of December 1977. The remaining 44% was private sector employment.

Table 30.1  
Share of Public Sector in Employment in Uganda

	1970	(%)	1972	(%)	1973	(%)	1975	(%)	1977	(%)
Private	184,037	(59)	180,663	(55)	166,086	(47)	163,061	(44)	161,056	(44)
Public	128,815	(41)	149,105	(45)	183,975	(53)	204,599	(56)	206,566	(56)
Total	312,852	(100)	329,768	(100)	350,061	(100)	367,660	(100)	367,622	(100)

Source: Statistical Division, Ministry of Planning and Economic Development, Kampala - May 1979

12. For ease of analysis, public sector manpower problems and needs have been examined under four separate employment sub-sectors in the government as follows:-

- The regular civil service composed of the traditional government ministries and departments embracing a staff of nearly 69,000 of January 1979. The police and prison establishments, accounting for a staff of about 20,000 and appearing in some records as part of the civil service, have not been included in this study.
- The teaching service composed of primary schools, secondary schools, teachers' college and technical schools and institutes, and employing a staff of about 52,000.
- District administrations and urban authorities employing a staff of nearly 54,100.
- Parastatal organisations - public enterprises and corporations - employing a staff totalling approximately 80,000.

13. Also, analysis under each of the four sub-sectors was focused on three occupational groups considered crucial to the national reconstruction and rehabilitation programme:-

- Managerial and administrative cadres which include posts ranging down from top executive posts such as managing directors, permanent secretaries to the level of assistant managers.
- Professional posts for which special high level academic qualifications are required. These are considered to be most critical during the period of reconstruction.
- Semi-professional and technical cadres which provide skilled and direct support to the professional cadres and cover those posts which require technical training at recognised technical training and educational institutions. This group is ranked second in importance.

14. Thirdly, problems and needs were studied in the context of three priority time frames:-

- (a) Immediate/Short term needs:- i.e. those critical requirements to be met between July and December 1979 that would restore operations in the different organisations to a minimum level of effectiveness. This category of need includes especially the following cases:-
- where posts were vacated during or immediately after the liberation war by their incumbents who were invariably favourites of the military regime.
  - where holders of certain posts had to be replaced for one reason or another immediately after the change of government; and
  - where the posts had remained vacant during the time of the military regime due to the incumbents being forced to flee the country to ensure their personal safety.
- (b) Short/Medium term needs: i.e. those requirements that should be met as far as practicable between July 1979 and June 1980. These would include special short-term management courses and seminars for the retraining and preparation of several relatively less experienced officials who have been forced by the present circumstances to be appointed to positions of higher responsibilities, for which they need additional training to up-grade their skills.
- (c) Medium/Long term needs:- i.e. those requirements that need more time to plan and could be gradually fulfilled between July 1979 and December 1981, and possibly beyond that period. These would include long term training to acquire special academic or professional qualifications.

#### The Civil Service

15. According to the records of the Ministry of Public Service and Cabinet Affairs, the civil service, as of January 1979 was composed of some 24 ministries and special departments. Its total establishment was nearly 69,000 and consisted of about 38,300 approved posts and some 30,400 group employees.

16. In view of the large size of the civil service as well as its wide geographic dispersal, and given the time available to the team, only a limited study of the manpower needs of the service could be undertaken. Accordingly only a few departments, whose activities were considered to have an immediate impact in the context of the national reconstruction and rehabilitation programme, were studied in detail. The result of this study provides only a broad indication of the extent of the overall manpower needs of the service. The ministries and departments suggested by the Ministry of Public Service and Cabinet Affairs included:

- President's Office - Ministry of Public Service and Cabinet Affairs
- Public Service Commission
  - Institute of Public Administration
  - Printing Department

Ministry of Reconstruction and Rehabilitation -

- Reconstruction Department

Ministry of Education -

- Uganda College of Commerce
- Uganda Technical College

- National Teachers College
- Management Training and Advisory Centre

Ministry of Health

Ministry of Cooperatives and Marketing

Ministry of Natural Resources and Tourism:-

- Fisheries Department
- Geological Survey
- Water Development Resources

Ministry of Planning and Economic Development -

- Management Services Division, the Central agency responsible for job analysis, job evaluation, and position grading.
- Manpower Planning Division

Ministry of Agriculture

Ministry of Labour -

- Directorate of Industrial Training

Ministry of Regional Administration and Local Govt.

Problems and Constraints

17. One of the major problems found was the persistent acute shortage of professional and technical personnel. This is reflected by the steadily rising rate of vacancies shown in Annex 30.1. Although more time was needed to verify and justify the figures presented, records studied and interviews held all pointed to the existence of a real problem. The data in Table 30.2, collected rather hurriedly during the mission, is illustrative of the vacancy situation.

18. As a further illustration, Annex 30.2, extracted from the Ministry of Planning and Economic Development 1977 manpower survey, indicates that the vacancy rate in respect of professional and technical posts was more than 34%, with the greatest gaps being in the Ministries of Education (58%), and Works and Housing (50%). Annex 30.3, obtained from the same source as the previous Annex, reflects an over all vacancy rate of 28% for all ministries together, exceeded by the vacancy rates of 32 and 30% in the policy making and operational ministries respectively.

19. A further analysis in Annex 30.4, based on occupational groupings, reveals that by 1977, the highest vacancy rates were in such professional and technical occupations as architecture and town planning (46%), engineering (50%), engineering technician (46%); agriculture and related fields (51%); statistics (39%) and social work (3%).

20. According to the records of the Ministry of Public Service and Cabinet Affairs, the incidence of high vacancy rates has been compounded by over-establishment which in 1977 exceeded 18% of the approved posts. This illustrates some of the deficiencies and the break-down of the system of public personnel management and establishment control during the military regime. This, in the main, was due to executive impositions and abuse of authority which seriously undermined the effectiveness of the Public Service Commission, the Ministry of Public Service and Cabinet Affairs and Management Services Division.

Table 30.2

Ministry/ Department	Status of Posts			Remarks
	Approved establish- ment	Vacancies	Vacancy Ratio (%)	
President's Office	74	48	69	Most of the posts are in the cadre of Senior Administrators
Ministry of Recon. & Rehabilitation.	186	151	81	The Posts embrace mainly civil engineers and technicians & housing managers.
Ministry of Education	295	118	40	A number of the posts relate to education technicians.
Ministry of Agric.	215	95	44	The posts cover mainly agricultural engineers and scientists.
Ministry of Finance, Planning & Development	40	27	67	Most of the posts relate to statisticians and economists.
Ministry of Reg. Admin. & Local Govt.	61	51	84	The posts cover planning, accounts and inspector personnel.

21. Vacancies were not easy to fill from both internal and external sources partly because of the frightful atmosphere that had been created in the country by the military regime. A number of civil servants, in the interest of their personal security and safety, vacated their posts and fled the country. Similarly, Ugandans who had studied and qualified abroad chose to remain outside the country for the same reason. Also no non Ugandans were attracted into the country to seek employment, except a few international experts. At the time of liberation, there were only about 90 United Nations experts and four Commonwealth advisers in the country. In contrast there were at least 2,500 non-Ugandans in the public service in 1970.

22. It has been mentioned in several quarters that some, if not a substantial proportion, of the vacancies that exist could be filled by qualified Ugandans scattered over the globe. This hope can only be achieved if the following vital information can be made available: the number of Ugandans concerned; their respective qualifications and the relevance of those qualifications to the posts that are vacant; the current location of the Ugandans living abroad, and above all, their willingness to return home to contribute directly to the national reconstruction and rehabilitation effort. Currently, neither the Public Service Commission nor the Ministry of Public Service has sufficient documentation or any other form of up-to-date information on Ugandans abroad who could fill some of the numerous vacancies in the public services. It is understood that Makerere University has prepared a partial list.

23. It is estimated that the current total number of vacancies in the civil service is approximately 6,000 but the exact proportion of strategic posts is unknown, and will take some time to determine. In the meantime the more crucial requirements of which the Commonwealth Team became aware are summarised in Annex 30.5. There is the need for a comprehensive review of all civil service posts and staff complements in order to establish a sound basis for determining future manpower needs more realistically. The status of overall vacancies in the civil service as of June 1979 is shown in Annexure 30.6.

Table 30.3

## Staffing Structures and Vacancies

Post	Min. of Public Service			Public Service Com.			Management Service Division		
	App'd estb.	Vacancies	Vacancy Ratio (%)	App'd estb.	Vacancies	Vacancy Ratio (%)	App'd estb.	Vacancies	Vacancy Ratio (%)
Permanent Secretary	1 <sup>1</sup>	1	100	-	-	-	-	-	-
Commissioner	2	2	100	1	-	-	1	-	-
Under Secretary	1 <sup>1</sup>	1	100	-	-	-	-	-	-
Principal Ast. Sec.	1	-	-	-	-	-	-	-	-
Chief Personnel Officer (PO)	3	3	100	1	1	100	-	-	-
Principal P.O./M.A./O&M officer	3	2	66.6	1	1	100	2	2	100
Senior P.O/ O&M officer	8	-	-	3	-	-	4	4	100
Personnel Officer/O&M officer	21	6	28.6	3	-	-	8 <sup>2</sup>	-	-
TOTAL	40	15	37.5	9	2	22	15	6	40
Add	2 <sup>1</sup>	-	-	-	-	-	3 <sup>2</sup>	-	-
Adjusted Total	42	15	35.7	9	2	22	18	6	33.3

Notes: (a) 1. The posts of Permanent Secretary and Under-Secretary are temporarily filled by acting appointments.

Source: (b) 2. The post of O & M Officer is over-established by 3. Information furnished by the Ministry of Public Service & Cabinet Affairs

24. The split in exercising central responsibility for civil service personnel management and control between the Ministry of Public Service and Cabinet Affairs and the Management Services Division of the Ministry of Finance has been one of the major factors obstructing the machinery for maintaining a realistic and up-to-date assessment of vacancies. Another major constraint has been the acute staff shortage and under-establishment of the principal central personnel agencies of the Government. Table 30.5 illustrates the staffing structure and the vacancy position in the Ministry of Public Service and Cabinet Affairs, the Public Service Commission and the Management Services Division.

25. Apart from the high incidence of vacancies which undermines the effectiveness of the three organisations, their combined approved strength of 69 posts is considered to be inadequate to cope efficiently with a civil service composed of about 38,300 established posts and some 30,400 group employees. This gives a ratio of one personnel officer to some 1,000 civil servants. A reasonable ratio would be about 1:800, implying that at least the minimum strength of the Central Personnel Agency should be about 90.

26. Another major manpower task to be tackled is retraining a substantial number of civil servants especially those who have been recently assigned to new and higher responsibilities in order to assist them to up-grade their skills. This requires a massive effort at strengthening the capacity of the existing training institutions and developing suitable training programmes to cater to different levels and cadres of posts. This is a task for which neither the Training Division of the Ministry of Public Service nor any of the existing departmental training institutions is sufficiently equipped, due to under-staffing and lack of suitable training materials and equipment.

27. Initially, this training requirement calls for a thorough review of the qualifications and experience of the staff concerned, especially those relatively new in their posts in order to properly assess their respective needs for training or retraining. Secondly, the training resources and facilities available should be assessed to ascertain the extent to which the new massive training needs could be effectively met. The capacity of the Training Division of the Ministry of Public Service and Cabinet Affairs to undertake this assignment is limited due to difficulties already explained.

28. While the problems of manpower were being studied the Team became aware that most of the personnel that were at post have been forced into frustrated idleness due to the effects of the liberation war. They lacked basic working tools and minimum operating facilities. Their offices had been looted and in some cases severely damaged. For example, there was hardly any public office in the Kampala and Entebbe areas which had not been thoroughly divested of its furniture, machinery, stationery and other office accessories. Doors and windows had been shattered creating considerable security problems. Agencies which are responsible for the central procurement and distribution of common supplies and equipment, such as the Printing Department responsible for the supply of stationery, and the Construction Department of the Ministry of National Reconstruction and Rehabilitation responsible for the supply of office furniture and maintenance of public buildings were the worst sufferers.

29. The damage to public buildings and the consequent disruption of work have been discussed in the paper on public sector administration.

### The Teaching Service

30. The teaching service constitutes the second major employment sub-sector of the public sector. It comes under the jurisdiction of the Ministry of Education and is broadly concerned with the policy, general superintendence, budgetary control and staffing of all government sponsored primary and secondary schools, teachers' colleges and some technical, commercial and vocational training institutions, including the Uganda Technical College and the Uganda College of Commerce. In terms of established posts, that is excluding group employees, the total strength of the teaching service as of January 1979 was about 52,000 structured as follows:-

Table 30.4

## Teaching Service Establishment

Level of Institution	Approved Establishment	Vacancies	Vacancy Ratio (%)
Primary Schools	47,420	7,495	16.2
Secondary Schools	3,691	969	26.2
Teachers Colleges	486	20	4.3
Technical Schools and Institutes	353	116	33.0
TOTAL	41,950	8,600	-

31. In this paper, attention is being focused mainly on the technical institutes and teachers' colleges since primary and secondary schools have been covered in a separate paper. In addition, training institutions under the jurisdiction of other ministries and departments are also discussed.

32. The institutions covered by this paper are listed in Annex 30.7 but those shown below deserve special mention. Their contribution to the reconstruction and rehabilitation programme is very crucial. They are the principal training institutions in Uganda to produce technicians and middle management personnel who are in extremely short supply as evidenced by the vacancy ratio of 33% shown in Table 30.4.

Name of Institution	Area of Specialisation	Parent Ministry
Uganda Technical Collge (UTC Kampala)	Focuses on higher technical education in the area of civil electrical and mechanical engineering	Ministry of Education
National Teachers College (NTC Kampala)	Focuses on training of secondary school teachers	Ministry of Education
Uganda College of Commerce (UCC Kampala)	Focuses on intermediate business education and secretarial studies	Ministry of Education
Management Training and Advisory Centre (MTAC, Kampala)	Focuses on middle management and supervisory courses for senior officials and management consultancy services.	Ministry of Industry and Power
Institute of Public Administration (IPA Kampala)	Focuses on courses on middle level administrative skills and Civil Service procedures	Ministry of Public Service and Cabinet Affairs
Industrial Training Centre (ITC, Kampala)	Focuses on vocational training in the different trades	Ministry of Labour
Law Development Centre (LDC, Kampala)	Focuses on Uganda Bar, para-legal courses, and law and order	Ministry of Justice

33. The short-fall in the supply of technicians and semi-professional personnel as illustrated in Annex 30.4 has been ranging between 16% in respect of Pharmaceutical Assistance and 46% in respect of Engineering Technicians. Some of the more relevant occupations in the context of the rehabilitation programme, for which skills are observed to be acutely short include Physical Science Technicians (31%); Medical Assistants (32%); Veterinary Assistants (38%); Statisticians (39%) and stenographic-typists (34%). A list of government departments indicating some of the professions in which staff shortages have been persistent and in respect of which training may be necessary, is shown in Annex 30.6.

34. The training institutions identified above as well as other departmental training programmes have existed for some time, a number of them for more than 10 years. Most of them have lacked the necessary basic resources to discharge their obligations effectively, due to continuing neglect during the military regime. Some of their needs in terms of manpower as well as physical facilities listed in Annex 30.7, are summarised in Table 30.5.

35. As can be seen from Table 30.5, the immediate needs of the training institutions include additional teaching staff as well as staff retraining. Library and text books, and means of transportation are also urgently needed. The Team was advised that the quality of teaching staff is in great need of strengthening and up-grading because during the military regime, staff development through sabbaticals, exchange programmes, seminars, workshops and special research activities was not encouraged nor supported.

36. Strengthening the capability and capacity of these technical and vocational training institutions, is extremely important. The rehabilitation programme has generated a massive need for staff training and retraining for which these institutions in their present condition do not seem adequately equipped. Almost every department and branch of Government is requesting the training and/or retraining of their personnel in different technical and managerial fields, most of which fall within the programmes of these institutions. For example from the data shown in Annex 30.9, it is estimated that parastatal organisations alone may require placements for about 3,300 of their staff during 1979/80 and 1980/81 as follows:-

2,400 in management field  
850 in technical fields

Equally, placement for a large number of regular civil servants at different levels would also be needed in both managerial and technical fields during the same period.

#### Local Government Service

37. The third major employment sub-sector of the public sector is the local government service comprising district administrations and urban authorities administered by the Ministry of Regional Administration. The administrative structure of local government in Uganda was in the process of reorganisation during the mission of the Commonwealth Team. Since the change of Government after the liberation war, the size of regions and districts into which the country was administratively divided during the military regime has been reduced for the time being from 10 to 4 in respect of regions and from 40 to 23 in respect of districts. The change so far has not affected the sub-divisions within the districts which, as of the middle of June 1979, remained as follows:-

132 counties each headed administratively by a county chief;  
624 sub-counties, each headed by a sub-county chief;  
3,363 parishes, each headed by a parish chief;  
6,578 sub-parishes, each headed by a sub-parish chief.

38. The reorganisation has also not affected the structure of the urban administration which for the time being has remained at 26 urban authorities consisting of a mixture of city, municipal and town councils.

Table 30.5

## Needs of Training Institutions

	1979/80						1980/81							
	Staff Req'd.		Training		Equipment		Staff Req'd.		Training		Equipment			
	Ug.	N.Ug	D	No of Pers.	D	Kind	No. or Value	Ug.	N.Ug.	D	No. of Pers.	D	Kind	No. or Value
Uganda Coll. of Commerce	19	11	12	6	6	Lib.Bks	Shs. 1.1m	-	-	-	9	24	Lib.Bks	Shs 1.9m
Nat.Teachers' College	15	-	-	-	-	Text Bks	Shs. .7m	-	-	-	-	-	TextBks	Shs. .7m
Uganda Tech.College	-	30	12	13	6	Perio-dicals	Shs. 1m	-	-	-	-	-	-	-
Inst. of Pub.Admin	14	13	12	13	6	Buses/Vans	Shs. 3m	-	-	-	-	-	-	-
Mang.Trng. & Adv.Centre	12	4	12	11	6	Land rovers	5	-	7	24	-	-	-	-
Directorate of Ind.Sch	-	-	-	-	-	cars	8	-	7	24	30	6	-	-
Agric. Colleges	-	-	-	-	-			-	-	-	18	24	-	-
Miscellaneous Dept1.Schs	21	23	12	-	-			-	-	-	16	18	-	-

D = Duration in terms of number of months per person

N.Ug = Non-Ugandans

Ug = Ugandans

39. The total number of employees engaged by the district and urban authorities as of the middle of June 1979 was about 54,000 composed as in Table 30.6.

Table 30.6  
Local Authority Employees

Class of Authority	Administrative	Professional	Supporting & Clerical staff	Local Police	Sub-Total	Group Employees	Grand Total
					Estab. posts		
Urban Authorities	10,746	1859	5,080	5,000	22,685	15,800	38,485
District Authorities	Break down not obtained				3,624	11,926	15,550
					26,309	27,726	54,035

40. As a result of the reorganisation which has been in progress, it was not possible to obtain the necessary data to analyse and assess the real manpower needs in the local government administration. However, the Ministry of Regional Administration has requested as an immediate requirement the strengthening of staffing in a number of posts both at the Ministry level and at the local authorities level considered crucial in the rehabilitation programme. The request focuses on staff training as well as on the recruitment from external sources of specialists to fill certain key posts temporarily. The request covers:-

Posts to be filled:-

Department of Town and Regional Planning:-

Short-term

Long-term

Principal Planners - 1

Planners - 2

External Assistance  
needed

External Assistance  
needed

Kampala City Council

External assistance needed to fill the following posts:-

City Treasurer - 1

Principal Accountant - 2

Municipal Treasurers - 2 (one for Gule and one for Fort Portal)

Chief City Planner - 1

Principal Architects - 2

Mechanical Engineers - 2

Public Health Engineers - 2

Civil Engineers - 2

## Training Requirements

### Administrative Service

- Training - Local Government in selected African countries of 2-3 months duration each - 5 fellowships

### Town and Regional Planning Department

- Short term mid-career courses - 3 fellowships

### Urban Authorities

- Graduate courses in Landscaping of 2 years duration each - 2 fellowships
- Training in Structural engineering (Civil Engineers) - 2 fellowships
- Training for professional Accountancy Qualifications - 5 fellowships
- Training in Public Health Engineering (professional qualification) - 1 fellowship
- Training in Urban Administration - 4 fellowships

### District Administration

- Training in Local Govt. Finance of about 3 months duration each - 2 fellowships
- Personnel Management )
- Transport Economics ) details not specified
- Transport Management )

41. In addition the Ministry has submitted a long and detailed list of furniture, equipment, office supplies and technical requirements needed to restore operations following the disruptions of the liberation war, both at the Ministry headquarters and at the local authorities level. These physical needs are examined in the paper on public sector administration.

42. While accepting that there is a need for strengthening staff resources in the local government administration, the Commonwealth Team gained the impression that along with the reorganisation currently taking place, a thorough staff review should be undertaken as soon as practicable to enable the real manpower needs to be determined.

### Parastatal Bodies

43. Unlike the three other employment sub-sectors of the public sector previously discussed, there is no Ministry or any other central government organisation responsible for overseeing and regulating the personnel and manpower administration in the numerous public enterprises and corporations that existed during the military regime. As a result, it has been difficult to trace and find out how many of these organisations continue to operate, how they are staffed and what may be their real manpower problems. As shown in Annex 30.8 there are supposed to be in existence some 126 enterprises categorised as follows:-

Financial Institutions	- 7
Commercial and Industrial Enterprises	- 10

Service Institutions	-	3
Marketing Boards	-	5
Semi Govt. Departments	-	5
Total		<u>126</u>
		=====

44. With the assistance of the sub-committee on Manpower and Public Service of the Interministerial Technical Liaison Committee, the Commonwealth Team was able to obtain some data on the manpower structure and training needs of about 43 different enterprises, which are analysed in Table 30.7 below:-

Table 30.7  
Establishment Data for Selected Parastatals

Category of Occupation	STRUCTURE			TRAINING NEEDS		
	Auth. Est.	Vacancies	Vacancy Ratio (%)	Ext. Req.	Local Facilities	Total
Management/ Adm. Posts	772	91	11.5	235	107	342
Professional Posts	503	160	31.8	157	49	206
Service Prof/ Tech. Posts	1830	237	13.	179	569	748
Sub-Total	3105	488	14.4	571	725	1296
Others	30713	5990	-	35	5515	-
Grand Total	33,818	6,478	-	606	6240	

45. From the above analysis it is obvious that the parastatal bodies employ a substantial number of people. With only a third of the known organisations reporting, an approved establishment of nearly 40,000 posts is known to exist. On the basis of this information it can be assumed that the total establishment of all parastatal organisations in Uganda put together could absorb at least, 80,000 posts.

46. The information obtained also shows that the highest incidence of vacancies relates to the professional posts. Although this vacancy rate has also not been verified it is reasonable to believe that there is the need to strengthen professional capabilities in the parastatal organisations, especially during the period of reconstruction. The data collected reflects also a substantial need for staff training. According to the returns submitted, some 1300 employees in different strategic occupational categories are shown as requiring training of some sort. This is a further indication of the need to strengthen the capacity of the local training institutions.

47. In view of the insufficiency of data on the parastatal organisations a realistic assessment of their manpower needs cannot be achieved until it is known how many of these organisations will be retained as public institutions by the new Government. Parastatal organisations as a special subject has been treated in a separate paper.

### Summary of Major Problems

48. Major manpower problems requiring urgent Government attention during the reconstruction and rehabilitation period may be summarised as follows:-

- (a) persisting shortage of professional and technical expertise in almost all branches of the public sector;
- (b) relative newness of several top administrators and policy advisers in their present jobs coupled with their temporary status in the posts they hold;
- (c) the paradox of over-establishment in the face of high vacancy rates, due to unauthorised personal appointments being made by the Head of State and his ministers during the military regime;
- (d) deficiencies in the existing administrative machinery and system for formulating manpower policies, personnel needs and developing human resources.

### Policies and Actions To Be Taken

49. To alleviate some of the problems that have been identified, it is recommended that:-

- (a) a National Manpower and Training Council be established to advise the Government on over-all manpower, education, training, employment and incomes policies. This recommendation invokes a previous recommendation made in a Manpower Survey undertaken by the Ministry of Planning and Economic Development in 1967. Another major responsibility of the Council would be to undertake a continuing review of manpower and training needs and to provide guidelines meeting those needs. In particular, the Council should concern itself with the coordination in the use of training as well as with the development and maintenance of standards that would upgrade the level of professionalism in in-service training programmes.
- (b) As suggested in the 1967 Manpower Survey, the membership of the proposed Manpower and Training Council should be as broad-based as possible since the responsibility for many crucial aspects of manpower planning, staff development and human resources utilisation are shared widely by several interests both within the outside the Government. The principal institutions to be included in the membership are:-

the Central Government represented by the Ministries of Planning, Public Service and Cabinet Affairs, Education, Labour, Cooperatives and Marketing and Industry;

Parastatal Organisations represented by two or three large-scale public enterprises

Local Administration represented by a local authority from each of the four regions;

Educational and Training Institutions represented by a nominee each of Makerere University, Uganda Technical College, National Teachers' College, Uganda College of Commerce, Management Training and Advisory Centre, Directorate of Industrial Training, and the Agricultural Colleges.

Employers Association represented by two nominees.

The Trades Unions represented by two nominees.

- (c) The total membership may be left open in order that all interested parties with potential for contributing gainfully to the work of Council may be represented. The Council may meet about twice a year. In addition, the Council may appoint an executive technical panel or task force of up to about seven members which may meet as often as necessary in between Council meetings to undertake projects that may be assigned to it.
- (d) The Manpower Division of the Ministry of Planning should provide the Council with the necessary secretariat support. In addition the Ministry of Public Service and Cabinet Affairs should stand ready to provide any technical services that may be needed.
- (e) On a short term basis and to meet the urgent manpower needs of the nation during the period of rehabilitation, the existing Manpower and public Service Sub-committee of the Interministerial Technical Liaison Committee may be reconstituted into an interim National Manpower Council. The actions to be pursued by the reconstituted Manpower and Public Service Sub-committee in terms of the current national needs would include:-
- a search for and preparation of an inventory of Ugandans considered to be potentially qualified to fill some of the declared vacancies, especially those in the strategic posts. It is understood that an initiative in this direction has been taken already by Makerere University and the Public Service Commission. It is also understood that the UNDP office in Kampala has proposed a project to fund a number of short term missions to selected foreign countries by Ugandan officials to attract back home with job offerings, potential Ugandan specialists living abroad. According to partial data collected, it is estimated that strategic vacancies in the various occupations to be filled during the rehabilitation period exceed 1,500 as summarised below:-

Occupational Classification	1979/80	1980/81
Professional Personnel	180	130
Technical Personnel	550	370
Managerial/Admin. Pers.	150	200
TOTAL	880	700

- a detailed review and assessment of critical training and staff development needs in the strategic departments and organisations within the public sector - A partial estimate of training needs to be met between 1979/80 and 1981/81 is as follows:- Local training = 1,820 and external training = 1,160.
- the reviewing and endorsement of requests for training both locally and abroad, taking into consideration, limited institutional facilities and financial resources;
- reviewing and advising on requests for posts to be filled by non-Ugandan citizens, or in respect of which external technical assistance is to be sought. This is a device to ensure that a more realistic use is made of available external

specialists and resource personnel whose supply is limited.

50. Another major action needed to be taken by the Government is to protect the autonomy and operational independence of the Public Service Commission and the other Service Commissions and Committees in order to ensure their effectiveness. This is required to restore and preserve the merit system in appointments and promotions to public officers which was totally disregarded during the military regime.

51. The third major decision needed to be taken is to strengthen the central machinery in the Government on personnel policies and actions by transferring the responsibility for job evaluations and positions grading currently exercised independently by the Management Services Division of the Ministry of Finance to the Ministry of Public Service and Cabinet Affairs.

#### Resources Needed

52. Vast resources will be needed to accomplish the goals intended by the proposals that have been made. Substantial inputs in both human and material form deriving from both internal and external sources will be needed. The exact dimensions and cost of such inputs are difficult to assess realistically at present given the limited time available for this study. However as an interim measure the following proposals are made for consideration.

#### Internal Inputs

53. In order to provide adequate technical and executive support to the work of the Manpower and Public Service sub-committee which the Commonwealth Team proposes be reconstituted into an interim National Manpower and Training Council, vacancies in all the strategic posts in the Ministry of Public Service, the Management Services Division of the Ministry of Finance and in the Manpower Division of the Ministry of Planning should be suitably filled without further delay. At the time of the mission there were 23 vacancies out of an establishment of 64 approved strategic posts. In addition, special short-term crash in-service training programme should be launched at the Institute of Public Administration (IPA) to assist the staff in these agencies to up-grade their technical skills.

54. The second important internal input requirement is for all in-service training institutions including departmental training schools to be re-equipped with minimum delay to be able to mount crash training programmes to meet urgent staff retraining need as already discussed. The requirements for strengthening each of these institutions are summarised in Annex 30.7.

#### External Assistance

55. Since not all the crucial vacancies in the Ministry of Public Service and related agencies can be filled from local resources, some form of external assistance will be needed. There are three areas in which external assistance will be needed most:-

- organisation analysis to assist in structural studies and improvements;
- job analysis and evaluation to assist in grading and establishment matters; and
- staff development and conditions of service, to assist in staff training and career development matters.

56. One specialist in each of the three areas would be needed as soon as possible, preferably before the end of December 1979 for an initial minimum period of two years each. The United Nations has considerable experience in this field and may be approached for assistance.

57. The second area of need is the provision of fellowships for study abroad in different fields, for which many agencies have expressed need. There are several others which have requested certain critical vacancies be filled temporarily through external sources. A partial list of these requirements is shown in Annex 30.10. A more comprehensive list of these needs is being compiled by the manpower and public service sub-committee and is expected to be submitted as part of the sub-committee's report which is due for submission to the Government by the end of July 1979.

Summary of the Composition of Uganda Government  
Public Service from October 1962 - July 1977

ANNEX 30.1

Citizenship	1962		1968		1970		1972		1974		1976		1977	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Ugandan	13,756	78	21,420	74	24,538	70	27,104	68	31,443	68	38,560	73	40,839	70.7
Non-Ugandan	3,140	17	2,569	9	2,528	7	1,884	5	401	1	303	0.6	225	0.4
Vacancies	848	5	4,802	17	8,213	23	10,938	27	14,458	31	13,717	26.4	16,678	28.9
Total	17,744	100	28,791	100	35,279	100	39,926	100	46,302	100	52,580	100	57,742	100

Source: Data made available by the Ministry of Public Service and  
Cabinet Affairs, Entebbe, June 1979.

Staffing Structure By Occupational Classification  
According To Ministries In The Ugandan Public Service - 1977

Ministry/Department/ Agency	Professional & Technical Personnel		Managerial & Administra- tive Personnel		Secretarial & Clerical		Service and Manual Workers	
Office of the President	4	7	331	111	149	35	151	66
National Assembly	2		3	0	28	6	8	3
Agriculture and Forestry	1,984	554	186	31	519	145	466	194
Audit	45	3	2	1	131	1	-	-
Commerce	1	0	86	0	211	0	6	0
Coop. & Comm.Dev.	9	3	25	3	1,979	197	1	0
Culture & Comm.Dev.	764	474	5	2	174	118	70	68
Education	165	232	220	171	270	183	6	5
Land & Water Res.	489	142	17	9	299	122	70	46
Planning & Econ.Dev.	48	22	13	8	60	30	-	-
Provincial Admin.	39	32	27	8	799	399	-	-
Public Service and Cabinet Affairs	27	6	39	8	115	85	4	3
Tourism, Game & Wildlife	2	1	6	3	45	8	11	13
Transport & Comms.	15	1	12	3	53	31	4	3
Works & Housing	280	279	17	6	457	135	205	56
Animal Resources	924	579	20	11	275	202	67	64
Finance	83	39	20	14	643	338	1	0
Foreign Affairs	11	0	211	0	191	0	0	0
Health	5,845	1,235	19	14	676	171	68	64
Industry & Power	4	3	15	2	45	9	0	0
Internal Affairs	57	29	14	7	114	49	24	10
Information & Broadcasting	231	112	30	2	172	80	144	65
Justice & Judiciary	317	100	5	3	880	137	0	0
Labour	35	26	13	7	420	187	2	2
<b>TOTALS</b>	<b>11,382</b>	<b>3,878</b>	<b>1,306</b>	<b>424</b>	<b>17,795</b>	<b>2,668</b>	<b>1,308</b>	<b>712</b>

Source: Ministry of Planning and Economic Development  
 Manpower Survey 1977

Staffing Position By Functional Groupings  
Within The Ugandan Public Service, 1976/77

Ministry	Staffing Position		
	Requirements	Vacancies	Vacancy Ratio (%)
<u>Policy:</u>	2526	798	31.6
Office of the President	851	219	25.7
National Assembly	49	10	20.4
Planning & Economic Dev.	178	60	33.7
Public Service & Cabinet Affairs	299	106	35.5
Finance	1090	391	35.9
Industry & Power	59	12	20.3
<u>Regulatory:</u>	5634	1284	22.8
Audit	183	5	2.7
Provincial Administration	1238	440	35.5
Tourism, Game & Wildlife	86	25	29.1
Transport & Communication	130	48	36.9
Internal Affairs	291	99	34.0
Justice & Judiciary	1419	240	16.9
Labour	686	222	32.4
Commerce	304	-	-
Co-operative & Marketing	1297	205	15.8
<u>Operational:</u>	18063	5411	30.0
Agriculture & Forestry	3586	906	25.3
Culture & Comm. Development	1677	665	39.7
Education	1212	593	48.9
Land & Water Resources	1133	322	28.4
Works & Housing	1218	426	35.0
Animal Resources	1985	756	38.1
Foreign Affairs	413	-	-
Health	6013	1484	24.7
Information & Broadcasting	826	259	31.4
<b>All Ministries</b>	<b>26223</b>	<b>7493</b>	<b>28.6</b>

Source: Ministry of Finance, Planning & Economic Development,  
Manpower Survey, 1977

Manpower Availability In Selected Occupations  
Within The Public Service 1976/77

Occupational Group	Requirements	Vacancies	Vacancy Ratio (%)
Physical Science Technician	108	38	31
Architect & Town Planner	41	19	46
Engineer	217	110	51
Surveyor	190	51	27
Draughtsman	240	47	20
Engineering Technician	485	216	46
Biologist/Zoologist	83	31	37
Bacteriologist and Pharmacologist	44	15	34
Agronomist	125	33	26
Life Sciences Technician	2524	617	24
Medical Doctor <sup>a</sup>	511	205	40
Medical Assistant	514	166	32
Veterinarian	229	42	18
Veterinary Assistant	723	275	38
Pharmaceutical Assistant	93	15	16
Professional Nurse	2661	535	20
Statistician	31	12	39
Economist	146	39	27
Accountant	122	27	22
Jurist (Lawyer, Judge)	398	99	25
Teacher (Secondary & Higher)	349	160	46
Journalist	83	18	22
Social Worker	1053	321	31
Government Administrator	1707	424	28
Clerical Supervisor	1469	390	27
Government Executive Official	1422	447	31
Steno-typist	1392	479	34
Correspondence/Records Clerk	4672	992	21

<sup>a</sup>presently one per 32,000 of population

Source: Ministry of Finance, Planning & Economic Development, Manpower Survey, 1977

Partial List Of Crucial Staffing Needs In The Civil Service

Ministry/Department	Administrative & Managerial Cadres	Executive Cadres	Engineers Architects & Surveyors	Economists & Statisticians	Agricultural & Veterinary Officers	Accountants & Auditors	Technicians	Scientist & Research Officers	Total
Animal Resources	41	5			95		115		256
Natural Resources & Tourism	25	17	50	2			554		646
Agriculture	38	13	11		20		19		101
Planning	6	1		11			4		22
Audit	6	2				18			26
Transport & Works	17	6	17				51		91
Culture & County Development	37	4					-		41
Information	28	5							33
Prisons	7	4	3						20
Housing	15	15	41	2			34		107
Public Service	10	13					51		74
President's Office	19	6					22		47
Reconstruction & Rehabilitation	10	-	32	3			70		115
	259	91	154	18	118	19	920		1579

Sources: Compiled from information made available from Ministries & Departments during the Mission - June, 1979

Ugandan Public Service Establishment Status of Overall Vacancies - June 1979

Ministry/DEPT	Approved Established Posts	Posts Filled	Vacancies	Group Employees (Non Established Posts)
Office of the President	892	464	422	542
Judiciary	1106	910	196	412
National Assembly	53	33	22	122
Audit	270	171	99	32
Public Serv. & Cab.Af.	259	195	64	122
Foreign Affairs	420	267	153	47
Justice	337	217	120	44
Finance	1220	814	406	128
Commerce	302	341**	39	110
Agricult. & Forestry	3692	4281**	-	8380
Animal Resources	2152	1962	190	2518
Land & Water Resource	1398	1014	384	2967
Education	4025	791*	3234***	111
Health	6230	10273**	-	7393
Culture & Com.Dev.	1684	929	755	348
Housing & Publ.Bldgs	871	516	355	4194
Transport & Communication	735	491	244	6972
Information & Broadcast.	874	676	198	664
Industry & Power	62	51	11	25
Labour	440	343	97	143
Defence	479	190	289	2023
Internal Affairs	378	233	145	1080
Police Force	11235	747 <sup>e</sup>	10488	773
Prisons Service	5070	514****	4556	663
Provincial Administration	1331	901	430	2016
Planning & Econ.Dev.	201	138	63	38
Co-oper. & Marketing	1321	1419**	98	539
Tourism & Wild Life	84	64	20	440
<b>TOTAL</b>	<b>47121</b>	<b>28945<sup>&amp;</sup></b>	<b>23078<sup>+</sup></b>	<b>42846</b>

Explanatory Notes

- \*\* = Over-establishment  
 \* = Total does not include Unified Teaching Service Officers held against established posts.  
 @ = Total does not include police officers on Scale 'UP'  
 \*\*\*\* = Total does not include prison officers on Scale 'UP'  
 \*\*\* = Total includes Unified Teaching Service Officers held against established posts.  
 + = Figure includes police and prisons Officers on Scale 'UP'  
 & = Figure will be raised by police and prisons Officers who are filling some posts on Scale 'UP'

Due to looting of records in the offices it has not been possible to give detailed composition of the Uganda Public Service which includes posts over-established in all Ministries. An exercise is being conducted on every Ministry/Department which completes its Staff List.

Source: Ministry of Public Service & Cabinet Affairs, Entebbe June 1979.

Educational and Departmental Training Institutions -  
Detailed Analysis of Training and Experts Input Required

Institution	Special Area Where Manpower and Fellowships Inputs are Required	Additional Local Staff Required		Experts Input Required		Fellowships Required		
		<sup>1</sup> Short Term	<sup>2</sup> Long Term	<sup>1</sup> Short Term	<sup>2</sup> Long Term	<sup>1</sup> Short Term	<sup>2</sup> Long Term	
Uganda College of Commerce	Accountancy	2						
	Banking	2		8				
	Insurance	7						
	Marketing	3		3		6	9	
	Purchasing & Supplies Management Transport Management	5						
		19		11		6	9	
National Teachers' College	Business Education	3						
	Chemistry	1						
	Educational Psychology	1						
	Home Economics	2						
	Mathematics	2						
	Physical Education	1						
	Physics	3						
	Technical Subjects	2						
			15					
Uganda Technical College	Biological Sciences			2				
	Applied Mathematics			2				
	Water Engineering			3				
	Survey and Levelling			2				
	Structure (Civil)			3				
	Architecture			2				
	Production Engineering			2				
	Mechanical Engineering			2				
	Electronics			2				
	Electrical Engineering			2				
	Fluid Mechanics			1				
	Industrial Organisation & Orientation			2				
	Material Science (Physics)			1				
	Physics (Photography)			1				
	Glass Blowing and Related Technology			1				
	Electrical Installation			1				
	Electrical Design and Office Practice			1				
				30				
Agricultural Colleges :	Agronomy (Crop)					2	MSc for 2 yrs each	
	Animal Production					2	MSc for 2 yrs each	
	Pasture Agronomy					2	MSc for 2 yrs each	
	Horticulture					2	MSc for 2 yrs each	
	Agricultural Economics & Farm Management					2	MSc or MA for 2 yrs	
	Extension Education					2	MA for 2 yrs each	
	Soil Science					2	MSc for 2 yrs each	
	Biology (Botany & Zoology)					2	MSc for 2 yrs each	
	Agricultural Engineering					2	MSc for 2 yrs each	
						18	for 2 yrs each	

Institution	Special Area where Manpower and Fellowships Inputs are Required	Additional Local Staff Required		Experts Input Required		Fellowships Required		
		<sup>1</sup> Short Term	<sup>2</sup> Long Term	<sup>1</sup> Short Term	<sup>2</sup> Long Term	<sup>1</sup> Short Term	<sup>2</sup> Long Term	
Institute of Public Administration	Public Administration	1		1				
	Office Management	2		2				
	English	1		-				
	Social Research	1		1				
	Accounting	3		3				
	Industrial Relations	1		1				
	Business Finance	1		1				
	Economics	1		1				
	Management Accounting	1		1				
	Project Management	1		1				
	Personnel Management	1		1				
		14		13			13	
	Management Training & Advisory Centre	Supplies Management	1					2 Dip
Marketing Management		1			.1		2 MBA	
Management Services		1					7 MBA	
Management Accounting		2					2 MBA	
Production Management		1	1				1 Dip	
Construction Management		2					2 Dip	
Transport Management		1					2 Dip	
Industrial Management		1					2 Dip	
Research (Management)		1			1			
Documentation		1			1			
General Management		1						
Industrial Economics					1			
Corporate Planning					1			
Cost Accounting					1			
Supervisory Training							1 Dip	
Consulting Methodology							2 Dip	
Teaching Methodology							9 (6 mths)	
Research Methodology							8 (6 mths)	
Personnel Management							2 (6 mths)	
Project Appraisal Management							4 (6 mths)	
Management Consultancy						2 MBA		
	12	4		1		1 Dip		
						11 Dip of 9 mths ea.		
						15 MBAs of 12 mths ea.		
						21 of 6 mths. ea.		
<sup>3</sup> Directorate of Industrial Training	Setting up of Refrigeration and Air conditioning workshop						12 of 6 mths.	
	Establishment of Instructional Media Centre				1 for 2 yrs			
	Establishment of Technical Library				1 for 2 yrs			
	Establishment of Heat Treatment Workshop				1 for 2 yrs			
	Work Education (Trade Unions)				1 for 1 yr			
	Tool and Die Making				1 for 3 yrs			
	Actuarial Services to the Social Security Fund				1 for 2 yrs			
	Occupational Health and Hygiene						4 for 6 mths. ea.	
							8 for 6 mths. ea	

<sup>1</sup>Short Term refers to a period of one year starting July 1979 to July 1980.

<sup>2</sup>Long Term refers to a period of longer than one year from July 1979.

<sup>3</sup>Input requested for the Directorate and its centres.

INSTITUTION	SPECIAL AREA WHERE MANPOWER & FELLOWSHIP INPUTS ARE REQUIRED	ADDITIONAL LOCAL STAFF REQUIRED		EXPERTS INPUTS		FELLOWSHIPS REQUIRED	
		Short Term	Long Term	Short Term	Long Term	Short Term	Long Term
Nyabyeya Forestry College Veterinary Training Institute Entebbe	Just refresher courses otherwise self-sufficient						
	Agronomy	1					
	Economics	1					
	Physics	1					
	Chemistry	1					
	Mathematics	1					
	Dairy Technology Milk Plant Engineering	2	1				
Fisheries Training Institute	Lecturer (Fish-culture)	1					
	Lecturer (Machine Engineering)			1			
	Lecturer (Fish Statistics of Economics)	1					
	Lecturer (Fish Tech)			1			
	Instructors (Boat Building) Lecturer-Aquatic Biology	1					
Survey Training School	Surveying			1			1
	Physics	1					
	Mathematics	1					
	Cartography			2			2
	Air Survey			1			1
	Valuation			1			1
	Economics Building Contraction Law	1		1			1
Nsamizi Training Institute	Lecturers - M.A. (SWSA)			4			4
	Lecturers - B.A. (SWSA)	4					
Uganda Cooperative College Kigumba	Professional Accountancy			2			2
	Co-operative Philosophy			2			
	Assistant Agricultural Officer	1					
	1 Legal Publications & Law Reporting 2 Commercial and Land Transactions for Bar Course	1		1			1
Law Development Centre				1			1
				1			1

EDUCATIONAL AND DEPARTMENTAL TRAINING INSTITUTIONS  
 PART I: GENERAL MANAGEMENT &  
 TECHNICAL INSTITUTIONS  
 Partial Training Materials and Physical Facilities Requirements

INSTITUTION ITEM	U.C.C.		N.T.C.		U.T.C.		M.T.A.C.		D.I.T.		I.I.A.	
	SHORT TERM	LONG TERM	SHORT TERM	LONG TERM	SHORT TERM	LONG TERM	SHORT TERM	LONG TERM	SHORT TERM	LONG TERM	SHORT TERM	LONG TERM
<b>A. TRAINING AIDS</b>												
Overhead Projectors					5							
Film Projectors (16 m.)					5						5	
Tape Recorders					3							2
Teaching Films												M <sup>1</sup>
Closed Circuit Tel.												
Sets with Accessories												
Opaque Projectors												
Cameras												
Factory & Office Templates (Sets)			48									
Books			450,000	600,000								
Library Books			300,000	1,000,000								
Text Books				300,000								
Periodicals				100,000								
In-house Offset Printing Press												1
<b>B. TRANSPORT FACILITIES</b>												
Buses					1							
Lorries					1							
Mini Buses: (25 seater)					1							
Vans (8 seater)					1							
Small Cars					1							
Land Rovers					3							
					2							

1 Mentioned but number not mentioned  
 2 For both books & periodicals



INSTITUTIONS	TEACHING MATERIALS		PHYSICAL FACILITIES	
	Immediate Needs	Long-term Needs	Immediate Needs	Long-term Needs
Bukalasa Agric. Coll.	16mm Sound Projector 22	Overhead Projectors 26		
Arapai Agric. Coll.	Slide Projector 29	Opaque Projectors 26		
Busitema Agric. Coll.	Cameras 26	Gestafe 4		
D.F.I. College	Megaphones 26	Combination Slide Projector 4		
	Sewing Machines 40	Cassette Tape Equipment 26		
	Complete Workshops 726	Video Tape Equipment 1		
	Tool Boxes 2	Portable Developing Kits 34		
	Mobile Workshops 50	Portable Projection Screens 26		
	Carpentry Kits 50	35mm Projectors 26		
	Books and Periodicals 3			
	Portable Public Loud Speakers 3			
Nyabyeya Forestry College	Haggar Alt. 50	Planimeters 10	Diesel Water 3	Landrovers 3
	Prism Compass 50	Plane Tables 50	Pumps Engines (25 Hp) 50	
	Relascipes 50	Pruning Saws 50	3" Water pipes 1000 mtrs. 50	
	Survey Chains 50	Axes 100	2" Water pipes 500 mtrs. 100	
	Abney Levels 50	Hoes 100	1" Water pipes 500 mtrs. 100	
	Measuring Tapes 50	Pruning Wires 100	1/2" Water pipes 1000 mtrs. 50	
	Diameter Tapes 50	Botanical Presses 40	1/4" Water pipes 500 mtrs. 2	
	Power Saws 50	Engine Levels 100	Landrovers 1	
	Heavy Slashers 50	Matchets 100	Bus 1	
	Light Slashers 50			
Veterinary Training Institute, Entebbe	Laboratory Equipment 4		Overhaul of Milk Plant 1	
	Overhead Projector 1		Tractors 100	
	Slide Projector 2		Water pump 65	
	Film Projectors 1		Locks 65	
	Tape Recorder 1		Beds 65	
	Camera 1		Mattresses	

INSTITUTIONS	TEACHING MATERIALS		PHYSICAL FACILITIES	
	Immediate Needs	Long-term Needs	Immediate Needs	Long-term Needs
Fisheries Training Institute	<ul style="list-style-type: none"> <li>Fish methods and Gear Technology equipment</li> <li>Aquatic - fisheries Biology lab. equip.</li> <li>Boat Building equipment</li> <li>- Timber</li> <li>- Fastenings</li> <li>- Paint (marine or oil)</li> <li>- Drawing equipment</li> <li>- Permanent Tools equipment</li> <li>- Student Tools issue</li> </ul> Fish Technology equip.		Renovation of Class-room 1 Renovation of Offices of staff Staff Houses 2 Renovation of Hostel block	Staff houses 4
Survey Training School	Books on: <ul style="list-style-type: none"> <li>- Surveying up) Theory 50</li> <li>- Cartography ) &amp; Practice 50</li> <li>- Valuation ) 50</li> <li>- Photogrammetry 50</li> <li>- Physics - (Light, heat, Elect.) 50</li> <li>Theodolites (various types) 20</li> <li>Steel Bands (Metric) 20</li> <li>Drawing Instruments (pieces) 100</li> <li>Set-squares (large size ) 100</li> <li>Triangular scales (Metric) 100</li> <li>Light tables (portable) 10</li> <li>Drawing materials 500</li> <li>- Astrafoil sheets-rolls 20</li> <li>- Tracing paper 20</li> </ul>	Survey Levels (various types) 10 Levels staffs 20 Plane Tables 10 Prismatic compass 10 Indian Clinometer 5 Stereoscopic Alidades 50 Tachometers 5 Substance Bars 5 Telemeters 2 Sextant 2 Chaining Thermo-meters 100 Roller grips 20 Spring 20 Ranging rods 50 Linen tapes 30 Heliographs 10 Precise traversing equipment 2 sets Computing machines 20		Lecture rooms 5 Recreation hall 1 Laboratories 2 Library 1 Darkroom 1 Stores 2

INSTITUTIONS	TEACHING MATERIALS		PHYSICAL FACILITIES	
	Immediate Needs	Long-term Needs	Immediate Needs	Long-term Needs
Survey Training School (Contd.)	- Drafting film - pieces 50 - Bromide paper - rolls 20 - Cartridge paper - rolls 20 - Waterproof ink - dozens 10 - Plastic ink - dozens 10	Binoculars 10 Camping tents 10 Camping equip 20 sets		
		<u>Cartography</u> Protractors 100 pieces Graph pens 20 pieces Leadweights 200 pieces Scribing tools 20 Guillotine 2 Erasing slides 100 Straight Edges 15		
Nsamizi Training Institute of Social Development	Books in various component subjects 2000 Audio Visual Aids Home Economics Equip.			
Law Development Centre	Legal text books and law books Film Projector	<u>Machinery - Printing</u> Linotype Machine 1 Original Heidelberg Printing Machine 1 1850 (letter press) 1 Cutting Machine 1 Stitching Machine 1 Punching & Perfor- ming Machine 1 Bookbinding Machine (law reports) 1 Handproofing Machine - letter sets - trimming machines Raw materials and chemicals for printing	Plates 100 Tea Cups 100 Boiler 1 Motorised Lawnmower 2 Cookers (Electric) 10	

MANPOWERUNOFFICIAL- LIST OF PARASTATAL BODIES AND GOVERNMENT CONTROLLED COMPANIES IN UGANDA\*A. FINANCIAL INSTITUTIONS

1. Bank of Uganda
2. Uganda Commercial Bank
3. Uganda Development Bank
4. National Insurance Corporation
5. Housing Finance Company of Uganda Ltd.
6. Development Finance Company of Uganda Ltd.
7. Ugadev Bank Limited.

B. COMMERCIAL ORGANISATIONS

8. Uganda Advisory Board of Trade
9. Agricultural Enterprises Limited
10. Uganda Airlines Corporation
11. Uganda Breweries Limited
12. Associated Match Company Limited
13. Uganda Cement Corporation
14. Uganda Chibuku Limited
15. Consolidated Printers
16. Uganda Development Corporation Ltd.
17. Dunlop East Africa Ltd.
18. East African Glass Works Ltd.
19. Uganda Fishnet Manufacturers Ltd.
20. International Television Sales Ltd.
21. Kakira Sugar Works Ltd.
22. Kampala International Hotel
23. Kilembe Mines Ltd.
24. National Sugar Works (Kinyala) Ltd.
25. Uganda Securiko Ltd.
26. National Sugar Factory (Lugazi) Ltd.
27. Lake Victoria Bottling Company Ltd.
28. Uganda Livestock Industries Ltd.
29. National Housing & Construction Corporation
30. The National Trust
31. Nile Breweries Ltd.
32. Uganda Paper Bag Manufactures (1973) Ltd.
33. Sango Bay Estates Ltd.
34. Uganda Steel Corporation
35. Uganda Tea Growers Corporation
36. Uganda Tourist Development Corporation
37. Uganda Toni Services Ltd.
38. National Textiles Board
39. Uganda Transport Company Ltd.
40. Peoples Transport Company Ltd.
41. Wood Industries Corporation
42. Uganda Pharmaceuticals Ltd.
43. Uganda Motors Ltd.
44. Ecta (Uganda) Limited
45. Gomba Motors Limited
46. Republic Motors Ltd.
47. Foods and Beverages Ltd.
48. Transocean Uganda Ltd.
49. Uganda Hardwares Ltd.
50. General Equipment (Uganda) Ltd.

\*Source: Information obtained from Special Trading Committee Report 1976 & furnished by the Uganda Institute of Public Administration.

51. Uganda General Merchandise Ltd.
52. Fishnet Distributors (Uganda) Ltd.
53. R.O. Hamilton (Uganda) Ltd.
54. Intra-Africa Traders Ltd.
55. Uganda Industrial Machinery Ltd.
56. Uganda Duty Free Shop
57. Uganda Cement Industry (Tororo)
58. East African Distilleries Ltd.
59. Tororo Industrial Chemicals and Fertilisers Ltd.
60. Uganda Consolidated Properties Ltd.
61. Associated Paper Industries Ltd.
62. Uganda Grain Milling Company Ltd.
63. Uganda National Tobacco Corporation
64. Blenders Uganda Limited
65. Uganda Packaging Industries Ltd.
66. Printpak (Uganda) Limited.
67. Uganda Meat Packers Ltd.
68. Papco Industries Ltd.
69. Steel Corporation of E.A. Limited.
70. East Africa Steel Products Ltd.
71. Uganda Metal Industries Ltd.
72. African Ceramics Company Ltd.
73. Bjordal Mines Ltd.
74. Buildings Works and Painting Company Ltd.
75. Cable Corporation of Uganda Ltd.
76. Degra Engineering Company Uganda Ltd.
77. Jubilee Ice and Soda Works
78. Jute and Kenaf Project
79. Kalamu Limited.
80. Lake Katwe Salt Company Ltd.
81. Lango Development Company
82. Miltires Limited
83. Mukisa Foods Limited
84. Ruwelux Uganda Limited
85. Spunpipe Construction Company Ltd.
86. Uganda Crano Industries Ltd.
87. Uganda Fabrics Limited.
88. Itama Mines
89. Kulubya Property Company Ltd.
90. Leather and Tanning Industries Uganda Ltd. (Jinja)
91. Universal Asbestos Manufacturing Company
92. Wheat and Barley Project.
93. Machinery Manufacturers Limited.
94. Lebel (East Africa) Ltd.
95. Wolfram Investments Ltd.
96. Ugadev Holding Limited.
97. Uganda Leather and Tanning Industry Ltd. (Soroti)
98. Uganda Hoes Limited.
99. Uganda Beati Limited.
100. Uganda Metal Products and Enamelling Company Ltd.
101. Tororo Steel Works Ltd.
102. Uganda Wildlife Development Ltd.
103. Nyanza Textile Industries Ltd.
104. Pamba Textiles Ltd.
105. Uganda Rayon Textiles Manufacturers Ltd.
106. Uganda Garments (1973) Limited.
107. Uganda Bags and Hessian Mills Ltd.
108. African Textile Mill Ltd.
109. Uganda Spinning Mill Ltd.
110. African Furnishing House
111. Uganda Blanket Manufacturers (1973) Ltd.
112. United Garment Industries Ltd.
113. Uganda Hotels Ltd.

C. SERVICE INSTITUTIONS

- 114. Uganda Electricity Board
- 115. National Water and Sewerage Corporation
- 116. Departed Asians Property Custodian Board

D. MARKETING BOARDS

- 117. Coffee Marketing Board
- 118. Dairy Corporation
- 119. Lint Marketing Board
- 120. Produce Marketing Board
- 121. Uganda Tea Authority

E. SEMI-GOVERNMENT DEPARTMENTS

- 122. Uganda National Cultural Centre/National Theatre
- 123. Public Libraries Board
- 124. Uganda Museum and Antiquities
- 125. Uganda National Parks
- 126. National Council of Sports.