



**Ministry of Education and Sports**

**GUIDELINES FOR THE PROVISION OF  
INCENTIVES AND REWARDS TO TEACHERS  
IN UGANDA**

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## DOCUMENT STRUCTURE

The guidelines for the provision of incentives and rewards to teachers in Uganda are arranged in four main sections:

**Section One:** covers a brief introduction and background to the incentives and rewards to teachers in Uganda, the purpose of the guidelines, the objectives general and specific and the scope of the incentives and rewards in the country.

**Section Two:** discusses ways an employer can recognise the effort of employees and reward them; the benefits of an employee recognition program; guidelines for an effective recognition program; tips to start a formal employee recognition program; steps in the process of setting up an employee recognition program and informal ways of rewarding employees.

**Section Three:** discusses the concept of awards, types of awards (national and local government – District and Municipality) and schools levels, the National Teachers' Prize (NTP) including the five categories of the NTP (Primary Teacher, Secondary Teacher, Teacher Educator and Technical and Vocational Education Instructor and University Lecturer), overall and specific objectives of the NTP, Target Groups, selection criteria, Implementation modalities / strategies, the NTP processes for the five categories: primary school teacher, secondary school teacher, teacher educator and technical and vocational education instructor and University Lecturer, forms of national level NTP prizes/awards and the local government (District and Municipality) and school level awards.

**Section Four:** discusses the concept of incentives (monetary and non-monetary), forms of awards and incentives, the functions/occasions when to recognise and award teachers, key principles guiding the provision of incentives and rewards, the composition and responsibilities of the incentives and rewards committees (national, local government and school).

## **ABBREVIATIONS AND ACRONYMS**

<b>ASSHTAU</b>	Association of Secondary School Head Teachers Association of Uganda
<b>BTVET</b>	Business Technical Vocational Education and Training
<b>CSO</b>	Civil Society Organisation
<b>DEO</b>	District Education Officer
<b>DES</b>	Directorate of Education Standards
<b>DIS</b>	District Inspector of Schools
<b>EDPs</b>	Education Development Partners
<b>EPPD</b>	Education Planning and Policy Analysis Department
<b>G &amp; C</b>	Guidance and Counselling
<b>GoU</b>	Government of Uganda
<b>HTC</b>	Health Tutors College
<b>ILO</b>	International Labour Organisation
<b>MDD</b>	Music Dance and Drama
<b>MEO</b>	Municipal Education Officer
<b>MIS</b>	Municipal Inspector of Schools
<b>MoES</b>	Ministry of Education and Sports
<b>NICA</b>	National Instructors College Abilonino
<b>NTC</b>	National Teachers College
<b>NTP</b>	National Teachers Prize
<b>PAU</b>	Principal's Association of Uganda
<b>PPES</b>	Pre- Primary and Primary Education Standards
<b>PTC</b>	Primary Teachers College
<b>SES</b>	Secondary Education Standards
<b>SOTED</b>	Symposium on Teacher Education
<b>TES</b>	Teacher Education Standards
<b>TIET</b>	Teacher Instructor Education and Training

**TIF- Uganda** Teacher Incentive Framework for Uganda  
**TVETS** Technical Vocational Education and Training Standards  
**UNATU** Uganda National Teachers Union  
**UNESCO** United Nations Educational, Scientific and Cultural Organisation

## DEFINITION OF TERMS

The terms in this part though may have common or familiar meanings are defined here in the context in which they have been used in this document.

**Affirmative Action Award:** to teachers that have made outstanding contributions in areas of: special needs, inclusion, equity diversity and girls education.

**Award:** recognition which may be monetary or non-monetary conferred on teachers for their ideas, suggestions, inventions, discoveries, superior accomplishments, exemplary behaviour, heroic deeds, extraordinary acts or services contributing to improving learning outcomes and quality of education.

**Best Teacher Award:** given to teachers who excel among peers in a functional group, position or profession through dedication to duty, rendered services without counting the time or beyond the call of duty and during exigency of service at all times or most of the time.

**Employee Pleasure and Recreation:** These non-monetary incentives would contribute to an easier, more pleasant and more relaxed life for the majority of teachers in Uganda. They include, vacations, holidays, rest periods, sabbaticals, personal time off, wash-up-time, recreation programmes, and lounge or cafeteria facilities.

**Excellence in Leadership Award:** Given to Local Government Officials (District Education Officers, Municipal Education Officers, District Inspectors of Schools and Municipal Inspectors of Schools) and Head – Teachers acknowledging and celebrating their exemplary leadership which has had a significant impact on teaching and learning and quality of education.

**Extrinsic Motivation:** Involves doing something because you want to earn a reward or avoid punishment. Behaviour is motivated by an external factor pushing you to do something in the hope of earning a reward or avoiding a less –than positive outcome.

**Incentive:** something which is given in addition to wages. It means additional remuneration or benefit to an employee in recognition of achievement or better work. Incentive provides a spur or zeal in the employees for better performance.

**Intrinsic Motivation:** Involves doing something because it is personally rewarding to you. Refers to the behaviour that is driven by internal rewards. The motivation to engage in a behaviour arises from within the individual because it is naturally satisfying or rewarding to someone. Doing something for its inherent enjoyment rather than for some separable outcome.

**Loyalty Award:** Given to teachers who have served continuously and satisfactorily in the schools /institutions/ profession for a significant period which can be categorized as: Bronze, Silver and Gold.

**Monetary Incentives:** These are incentives which satisfy the subordinates by providing their rewards in terms of money. Money (salary or pay) has been recognized as a chief source of satisfying the needs of workers.

**Implementation Guideline:** a document that is used to interpret a programme and act as a guide at implementation level.

**Instructor:** The nomenclature for the category of teachers trained and deployed to teach in Vocational Training Institutes, Technical Institutes, Technical Schools and Community Polytechnics

**Job / Skill Enrichment:** another non-monetary incentive in which the job of a teacher can be enriched. This can be done by increasing teacher responsibilities, giving them an important designation, increasing the content and nature of the work, training and retraining. Through these ways efficient teacher can get challenging jobs in which they can prove their worth. This also helps in the greatest motivation of the efficient employees.

**Long Service / Emeritus Award:** Given to recognise retiree teachers who have dedicated themselves in the teaching service. Conferred on retirees either in optional or compulsory retirement

**Material Awards:** These are in kind and may be in the form of merchandise, computers / laptops, mobile phones, land, motor bikes, merchandise given to teachers.

**Monetary Awards:** These are in the form of money / finances given to teachers

**Motivation:** It is the reason for a person's actions, willingness and goals. Derived from the word motive which is defined as a need that requires satisfaction. It is a feeling of enthusiasm or interest that makes you determined to something.

**Non-Monetary Incentives:** Non-monetary incentives are the incentives which cannot be measured in terms of money. They are often used to satisfy the psychological needs of individuals. Besides the monetary incentives, there are certain non-financial incentives which can satisfy the ego and self-actualization needs of employees / teachers.

**Personal Growth Opportunities:** incentives which may be in the form of attendance in conferences, study tours, foreign trips (travel packages) and other learning opportunities.

**Promotion:** act of being raised in position or rank

**Recognition:** the action of showing appreciation. It's the process of expressing gratitude for extra effort, great work, and accomplishments.

**Reward:** Something given in recognition or appreciation for worthy behaviour

**Star Action Award:** Given to teachers who are commended for their courtesy, promptness, efficiency and dedication to duty with no or the least number of tardiness or absences and in recognition of special contributions as they occur for a project or task, generally accomplished in a short period.

**Teacher:** A person who has successfully completed a course of training approved by Ministry of Education and Sports and has been entered on the register of teachers. In the context of this



document a teacher includes: primary school teachers, secondary school teachers, teacher educators and technical and vocational education instructors.

**Teacher Educator:** The nomenclature for the category of teachers trained and deployed to teach in teacher education institutions (PTC, NTC, NICA, HTC, University) and contributing towards the training of student teachers to become qualified teachers.

**Teacher of the Month / Term/ Year:** To teachers recognizing their outstanding work in the school in a given month, term and year.

**Tutor:** The nomenclature for the category of teachers trained and deployed to teach in Primary Teachers Colleges and in Health Training Institutions.

## **SECTION ONE**

This section covers a brief introduction and background to the incentives and rewards to teachers in Uganda, the purpose of the guidelines, objectives general and specific and the scope.

### **INTRODUCTION AND BACKGROUND**

Teacher motivation is a critical issue in the Ugandan education system impacting significantly on teacher effectiveness and learner outcomes. Providing an effective teacher requires a set of coordinated policies, systems and structures that ensure attracting the right individuals into the teaching profession; providing good training programmes, ensuring an adequate supply of well trained teachers; providing the teachers with required tools and conducive environment to do teaching, ensuring there are systems and structures for inspection, and monitoring the teachers in the system; ensuring continuous training systems that equip teachers in-service with the required new skills, knowledge and competences through effective systems for teacher management; and career structures that result in consistent, high-quality performance by teachers. To undertake these activities, a Teacher Incentive Framework (TIF) Uganda has been developed to provide guided action for all stakeholders.

The TIF-Uganda is intended to guide Ministry of Education and Sports (MoES) and other players in improving the motivation of teachers in Uganda. The framework provides one central coordinating policy framework upon which different interventions should be based.

The guidelines on the provision of incentives and rewards to teachers are intended to serve as a reference document by MoES, Local Governments (Districts and Municipalities) schools and other players involved in improving the motivation of teachers in Uganda. The guidelines are a companion document of the Teacher Incentive Framework for Uganda, the Action Plan and the Guidelines for implementing it.

The guidelines present an opportunity to implement the TIF- Uganda especially in the area of provision of incentives and rewards to teachers who have had superior accomplishments, exemplary behaviour, extraordinary and exemplary acts or services contributing to improving learning outcomes and quality of education

### **PURPOSE OF THE GUIDELINES**

The purpose of the guidelines for the provision of teacher incentives and rewards is to present the:

1. Ways of recognizing and rewarding employees.
2. Objectives (general and specific) and the scope of the incentives and rewards in the country;
3. Concept of awards, types of awards (national and local government – District and Municipality) and schools level;
4. National Teachers' Prize (NTP) including the five categories of the NTP awardees (Primary Teacher, Secondary Teacher, Teacher Educator and Technical and Vocational Education Instructor and University Lecturer);
5. Overall and specific objectives, Target Groups, selection criteria, Implementation modalities / strategies of the NTP;

6. NTP processes for the five categories of awardees;
7. National level NTP prizes/awards;
8. Local government (District and Municipality) awards;
9. School level awards;
10. Concept of incentives (monetary and non-monetary);
11. Forms of awards and incentives;
12. Functions/occasions when to recognise and award teachers;
13. Key principles guiding the provision of incentives and rewards;
14. Composition and responsibilities of incentives and rewards committees (national and local government).

## **OBJECTIVES**

### **General Objective**

To encourage, recognize and reward teachers (primary, secondary, teacher educators and technical and vocational education instructors) for their innovative ideas, inventions, superior accomplishments, heroic deeds, exemplary behaviour, extraordinary acts or services in the public interest and other personal efforts which contribute to efficiency, economy and improvement in learning outcomes / quality of education in Uganda.

### **Specific Objectives**

1. To establish a mechanism for identifying, selecting, rewarding / awarding and providing incentives to deserving teachers annually;
2. To identify outstanding accomplishments /achievements, best practices of teachers on a continuing basis;
3. To recognize and reward accomplishments and innovations periodically or as the need arises;
4. To provide incentives and interventions to motivate teachers who have contributed ideas, suggestions, inventions, discoveries, superior accomplishments and other personal efforts.

## **SCOPE**

All teachers (primary, secondary, teacher educators and technical and vocational education instructors) and University Lecturers are eligible for recognition and consideration for the incentives and rewards.

## SECTION TWO

This section covers how to recognise and reward employees. Discussed in this section are ways an employer can recognise the effort of employees and reward them; the benefits of an employee recognition program; guidelines for an effective recognition program; tips to start a formal employee recognition program; steps in the process of setting up an employee recognition program and informal ways of rewarding employees.

### INTRODUCTION

Recognition is the action of showing appreciation. It's the process of expressing gratitude for extra effort, great work, and accomplishments. Employee recognition and rewarding is a process through which employers make a conscious effort to reward and award employees not just to acknowledge their work but also to motivate them to continue with the same passion.

In today's ultra-competitive work environment, the organisations with the winning edge are the ones that have the best-trained and well-skilled staff. Even the best employees cannot perform well when they are not motivated enough. This is why employee recognition in the workplace has to be an innate part of any organization's culture.

There is absolutely no one in the world who doesn't like being rewarded and recognized for the hard work they do.

Employee recognition is the acknowledgment of an employee's efforts, hard work, exemplary performance and behavior at the workplace that have contributed to the organization's success and objectives in some way.

Both things are very important: recognizing and acknowledging these efforts, as well as rewarding employees for their fruitful efforts.

Essentially, the goal of employee recognition in the workplace is to reinforce particular behaviors, practices, or activities that result in better performance and positive results.

### Ways an Employer Can Recognise Employees

Some ways in which an employer can recognize the efforts of employees and reward them accordingly include:

- **Day-to-day recognition** – It is important to motivate and encourage employees to perform well on an everyday basis and not just on a periodic level.

For example: **words of praise, words of encouragement and constant motivation** are highly important to make your employees feel encouraged for their efforts and to maintain a positive flow of the workplace environment.

- **Informal recognition** – Informal recognition is the kind of recognition which includes gestures of encouragement and appreciation. A word of praise in front of the team can go a long way in boosting the morale of the employees.

- **Formal recognition** – Formal recognition is usually in the form of rewards for service, contribution, and achievements.

These recognition forms also include events held for the celebration of achievements.

- One of the biggest motivators for employees is to be held in high esteem by their peers. The best way of earning this respect is by being acknowledged for being good at what they do.
- It is an employer's responsibility to make sure there is a proper employee recognition program in an organization.
- Such program offers many benefits and is of high importance.

### **Benefits of an Employee Recognition Program**

The benefits of such a program include:

- **Encourage engagement** – One of the ways in which recognition of your employee's efforts or hard work can benefit is by encouraging or inspiring further engagement and boosting overall performance. When one gets some praise, he/she automatically tries to give the same level of performance and improves efforts further.
- **Encourage better organizational results** – The simple gesture of praising or rewarding your employees at work can have a direct impact on your bottom-line and can lead to better overall results that are a consequence of better individual performances.
- **Make employees happier** - Happy employees are more productive. Being recognized gives your staff the feeling of job mastery and that they are a great fit for their role and for the company.
- Recognition can also improve productivity, enhance loyalty, and promote collaboration. The workplace should be an environment where positive reinforcement is promoted and constructive feedback is embraced.
- **Cultivate a culture of self-improvement** - Another benefit of employee recognition in the workplace is that it can be the foundation of cultivating a culture of self-improvement. One of the best ways for staff recognition is to provide them with opportunities to learn and make themselves better at what they do. It will also be great to incentivize learning – reward those who have taken the time to focus on self-improvement.

### **Guidelines for an effective employee recognition program or reward system**

It is a fact that organizations that make recognition a priority are highly successful.

In order to come up with an effective and well-designed recognition program, you can follow the given basic guidelines:

1. The program must be clearly defined and planned.
2. An effective recognition program must be capable of opening up communication channels.

3. It must be able to improve the retention level of the best employees.
- 4. It must take into account the important achievements of each worker or employee, no matter how small or big the work position is.**
5. It should improve **confidence and self-worth** among the employees.
6. It must help in improving and increasing the overall productivity of the workplace.
7. The program should have **a mix of both informal and formal ways** to reward.
8. It must be **upgraded or changed regularly** to avoid saturation or predictability.
9. It must be highly **unbiased**.

### **Tips to Start a Formal Employee Recognition Program**

1. Recognition programs should be **all-inclusive**. Everyone needs to be eligible for the rewards. Excluding specific employee or groups can negatively affect performance.
2. **Don't hold up too long to remember somebody** for their diligent work. 'Now' is always the best time to say 'thanks,' 'congratulations,' or 'job well done.' This is so that the employee can associate the recognition with the exact behaviors that resulted in an exemplary performance.
3. These programs should be well-planned and designed to **improve work place performances, boost morale and confidence among employees and achieve overall organization goals** with a positive workforce.
4. **If you still haven't started an employee recognition program at your workplace, then it is important that you take steps to do so.**

For your help and reference, there is a well detailed process to create a program of this kind. This is in a seven step process.

### **Seven Step Process in Setting Up an Employee Recognition Program**

Step 1: Identify the Goal of Your Recognition

Step 2: Establish a Budget

Step 3: Set a Committee

Step 4: Set criteria and guidelines

Step 5: Select the rewards

Step 6: Communicate with Your Employees

Step 7: Maintain and Repeat Recognition

## Step Process in Setting Up an Employee Recognition Program

Step	Explanation
<p><b>STEP 1: Identify the Goal of Your Recognition</b></p>	<ul style="list-style-type: none"> <li>• The first step to setting up a reward program is to come up with a long term goal or objective.</li> <li>• You must identify and define what you want to achieve from the program.</li> <li>• The objective must be appropriate and meaningful to your organisation.</li> </ul> <p>In order to identify the goal of a strong recognition program, you can follow the given below points and tips:</p> <ul style="list-style-type: none"> <li>• Talk at the management level</li> <li>• Make sure you sit down with your top managerial executives and list down all the possible objectives of the program.</li> <li>• Take their ideas and make sure there is a higher purpose and a clear vision for the program.</li> <li>• Talk to employees</li> <li>• Besides taking opinions of the managerial staff, it is also important to talk to employees and take their views on the matter.</li> <li>• Talking to employees can help figure out their temperaments</li> </ul>
<p><b>STEP 2: Establish a Budget</b></p>	<ul style="list-style-type: none"> <li>• Now that you have set up the goal of the recognition program, it is time to establish a budget keeping in mind the financial position of the organisation and reserving a practical amount for awards or rewards.</li> <li>• For this, talk to the finance or accounts department and figure out the amount that you can afford to spend on such a program every month or year.</li> <li>• It is important to know that such programs can run on either no cost or little costs as well.</li> <li>• Keeping aside some money for rewards is good</li> <li>• Make sure you do not overstep the budget just in order to strengthen your program as this can eventually lead to problems.</li> </ul>
<p><b>STEP 3: Set a Committee</b></p>	<ul style="list-style-type: none"> <li>• Set up a committee and appoint a few employees or managerial level executives</li> </ul>

Step	Explanation
	<p>to handle the functioning of the reward program.</p> <ul style="list-style-type: none"> <li>• Try not to form too huge a committee in the beginning and include only a few recognized employees in it.</li> <li>• The committee can then be given the responsibility to handle everything related to the program including the formation of formal awards; creation of new reward types every month or quarter and interesting ways to promote the program internally.</li> <li>• Doing so will help you get a more streamlined approach to the program that does not leak out among the employees and remains a surprise for them.</li> </ul>
<b>STEP 4: Set criteria and guidelines</b>	<ul style="list-style-type: none"> <li>• Every successful and effective employee recognition program has a set of guidelines and criteria on the basis of which it functions and goes on smoothly.</li> <li>• It is important to create core values and guidelines so that it remains fair and unbiased.</li> <li>• Make rules, discuss exceptional cases of recognition and have a list of points according to which an employee will be recognized or rewarded.</li> <li>• The following are a few guidelines that you can follow.</li> <li>• Potential <u>criteria</u> for assigning a reward: <ol style="list-style-type: none"> <li>1. Excellence in performance;</li> <li>2. Carrying out of ones assigned roles and responsibilities;</li> <li>3. Peer-to-peer communication and association;</li> <li>4. Leadership qualities;</li> <li>5. Personal accomplishments;</li> <li>6. Team accomplishments;</li> <li>7. Milestones crossed;</li> <li>8. Attendance, punctuality, results achieved</li> </ol> </li> </ul>
<b>STEP 5: Select the rewards</b>	<ul style="list-style-type: none"> <li>• Rewards given to employee don't necessarily have to be expensive.</li> </ul>



<b>Step</b>	<b>Explanation</b>
	<ul style="list-style-type: none"> <li>• At the end of the day, it is the appreciation and recognition of efforts that matters the most to employees and hence the formal reward can be nominal in cost.</li> <li>• The reward must be chosen in such a way that it suits your budget and is given keeping in mind the needs and interests of your employees.</li> <li>• While selecting an award or a reward, you can get as creative as you want but it should be tied closely to the goal of the program.</li> <li>• Some good examples of possible rewards can be: <ul style="list-style-type: none"> <li>Gift coupons;</li> <li>Cash rewards;</li> <li>Physical objects / gifts</li> <li>Give away company-branded sweatshirts, or tokens (like pens, bags, mugs, etc.) to employees who are doing great.</li> </ul> </li> </ul>
<b>STEP 6: Communicate with Your Employees</b>	<ul style="list-style-type: none"> <li>• Once you have figured out the entire program and worked out each of its details, the next step for you is to tell all your employees about the idea or initiative.</li> <li>• If employees know and understand the program and the way it will work, they will be encouraged to pump up their performance. This will encourage them to be at the top of their game and may automatically improve the overall performance. This helps to create a trust factor in their minds and makes them feel like their efforts count.</li> <li>• Make sure the communication material or method explains the various factors on which employees shall be evaluated so that they can consciously work on those areas and know that the process is unbiased and fair for all.</li> </ul>
<b>STEP 7: Maintain and Repeat Recognition</b>	<ul style="list-style-type: none"> <li>• The key to running a successful recognition program at your workplace is to make sure it runs continuously and keeps adding more creative awarding ideas</li> </ul>

Step	Explanation
	<p>to maintain the fun element and interest among the workforce.</p> <ul style="list-style-type: none"> <li>• You must make sure that you define the frequency of the rewards, for example – weekly, monthly or yearly, etc.</li> <li>• The recognition committee needs to keep changing the criteria and technique of selecting candidates and awarding them every now and then so that employees look forward to performing better through each cycle. Only when the program will run for a long time will it become truly a part of the organization's culture.</li> </ul>

### **Informal Ways to Reward Employees**

- Besides the formal ways to award and reward employees and recognize their hard work, there are endless informal ways or gestures that can say and express that you are proud of the way an employee has performed and encourage the efforts.
- But since these methods are merely gestures, you and your managers must make sure that they in no way are out of the bounds of the workplace culture and policies.
- They must be polite, subtle, suitable to the interest of the various employees and not bothersome or out of line in any way.
- The following are some of the informal ways to recognize the well-performed job/tasks of employees:
- **A well-meant and simple thank you to your employee** on a job or task that has been performed well is enough to say that you are appreciative of the efforts. **Say thank you often and mean it each time you say it.**
- Sending a personal note or an email can also prove to be a great gesture and may infuse a lot of confidence and gratitude in the employees.
- **If your employee receives positive comments from clients or seniors, do make sure that you let him know about it to boost his morale and motivate him to perform well in the future also.**
- **Create a monthly or weekly employee honor roll in the office and paste pictures or names of employees who have worked particularly well during that time period.**
- **Praise the employee who has performed well** in front of the team to encourage not just him / her but also others to perform well.

- Take your team out for lunch or dinner after they have accomplished a particular deal or finished a project successfully.
- Give employees who work hard and perform well special tasks as a gesture for their excellent contribution.
- **Set up a point system for loyalty, punctuality, team work, attendance and other such factors and start rating employees on a per month basis.** The employee who scores the maximum can be sent a small treat, coupon or a goodie bag to encourage everyone at the workplace to aim for the highest score.
- Give examples of the achievements of the few hardworking employees to others in front of them to indirectly praise them and boost their morale and reputation in the office.
- **Create titles like ‘most hardworking employee of the month’, ‘most punctual employee of the month’ etc.** and distribute these titles with a small pack of chocolate etc. at the end of each month to boost performance and encourage individual skills and qualities.
- **Always thank or appreciate employees for their ideas and suggestions that can help the organization even in the smallest of ways.** This boosts a feeling of giving opinions among employees and reduces the hesitation that one might feel at the workplace as far as speaking up in front of other workers is concerned.
- **Always appreciate those who stay back long hours to complete their work, irrespective of whether that was required or not.** This avoids unnecessary frustrations and resentment for you or the workplace in general among employees.
- **Always greet employees at the starting of the day or whenever you encounter them in the workplace.** An employer who is cold or doesn't respond well to the employees' greetings may be seen as unappreciative, and this can have a negative impact on workers.
- Give employees who work hard and perform well special tasks as a gesture for their excellent contribution.

## Conclusion

- There are countless ways to put employee recognition in the workplace into action; however, it all begins with an organization's culture.
- A winning employee recognition program starts with having an organisation culture that advocates appreciation for top performers.
- This can be the foundation for solid staff engagement, continuous employee development, and retention strategy for the future.

### **SECTION THREE**

This section discusses the concept of awards, types of awards (national and local government – District and Municipality) and schools levels, the National Teachers' Prize (NTP) including the five categories of the NTP (Primary Teacher, Secondary Teacher, Teacher Educator and Technical and Vocational Education Instructor and University Lecturer), overall and specific objectives of the NTP, Target Groups, selection criteria, Implementation modalities / strategies, the NTP processes for the five categories: primary school teacher, secondary school teacher, teacher educator and technical and vocational education instructor and University Lecturer, forms of national level NTP prizes/awards and the local government (District and Municipality) and school level awards.

#### **CONCEPT OF AWARDS**

An award is a recognition which may be monetary or non –monetary conferred on an individual or group of individuals for ideas, inventions, superior accomplishments, exemplary behaviour, heroic deeds extraordinary acts or services in the teaching profession which contribute to improvement in learning outcomes and quality of education.

The need of Awards can be many and enumerated as follows:

1. To increase productivity;
2. To drive or arouse stimulus to work;
3. To psychologically satisfy a person, that leads to job satisfaction;
4. To enhance commitment in work performance
5. To shape the behaviour or outlook of subordinate towards work.
6. To inculcate zeal and enthusiasm towards work
7. To get the maximum capabilities of workers so that they are exploited and utilized maximally.

#### **TYPES OF AWARDS**

There are three main types of awards:

1. National awards given at the national level recognizing and rewarding teachers who exhibit professionalism and exceptionally good practices in delivery of quality education.
2. Local Government (District / Municipality) level awards given at the District and Municipality levels recognizing and rewarding teachers who exhibit professionalism and exceptionally good practices in delivery of quality education at that level.
3. School level awards recognizing and rewarding teachers who exhibit professionalism and exceptionally good practices in the schools where they are working.

There three types of awards and recognitions are explained in detail below starting with the national awards.

## **National Awards**

### **National Teachers Prize**

The National Teachers Prize (NTP) will be an annual award to recognize and reward teachers (primary, secondary, teacher educators and instructors) that demonstrate excellence in the delivery of education services in schools / teacher education and technical and vocational education institutions and universities.

### **Categories of the National Teachers Prize**

The awards will be in five categories targeting primary and secondary teachers and teacher educators. The four categories are as follows:

1. National Teachers Prize (Primary Teacher Category)
2. National Teachers Prize (Secondary Teacher Category)
3. National Teachers Prize (Teacher Educator Category)
4. National Teachers Prize (Technical and Vocational Education Instructor Category)
5. National Teachers Prize (University Lecturers Category)

### **Overall Objective**

To recognize teachers (primary, secondary, teacher educators and instructors and Lecturers) who exhibit professionalism and exceptionally good practices in delivery of quality education in primary and secondary schools, teacher education institutions and technical and vocational education institutions and universities.

### **Specific Objectives**

1. Promote, recognize, respect and appreciate the role of teachers (primary, secondary, teacher educators and instructors) who are exceptional and outstanding in performance of their work.
2. Stimulate interest in teaching as a career and encourage the best and brightest to join the profession
3. Celebrate and encourage outstanding teachers (primary, secondary, teacher educators, instructors and Lecturers)
4. Support the implementation of Government of Uganda and Ministry of Education and Sports policies, strategies and laws aimed at promoting quality teaching and enhancing teacher professionalism.

### **Target Group**

Professional Teachers (primary, secondary, teacher educators and technical and vocational education instructors, Lecturers) in primary, secondary schools and teacher education (PTCs and NTCs), technical and vocational education institutions and Universities.

### **Selection Criteria**

The nominees for the NTP must be Ugandan professional Teachers (primary, secondary, teacher educators and technical and vocational education instructors) teaching in primary and secondary

schools, teacher education and technical and vocational education institutions and Lecturers teaching in universities. . The teachers must have demonstrated expertise and outstanding qualities and performance in the areas of professionalism, teaching, learner development, school /college development and contribution to the community explained below:

#	Area	Explanation
1	<b>Professionalism</b>	<ul style="list-style-type: none"> <li>• Upholds the teachers professional code of conduct</li> <li>• Demonstrates commitment to the teaching profession</li> <li>• Continually seeks self –improvement and professional development</li> <li>• Collaborates with and supports colleagues in teaching and learning</li> </ul>
2	<b>Teaching</b>	<ul style="list-style-type: none"> <li>• Demonstrates masterly and expertise in his/her subject specialty</li> <li>• Demonstrates curriculum planning, organisation and development</li> <li>• Demonstrates effective delivery methodologies and teaching practices</li> <li>• Demonstrates effective classroom management</li> </ul>
3	<b>Learner Development</b>	<ul style="list-style-type: none"> <li>• Inspires learners to learn and aim high</li> <li>• Serves as learners’ role model</li> <li>• Demonstrates awareness of learner strengths and weaknesses</li> <li>• Evidence of learner progress in attainment of learning outcomes</li> </ul>
4	<b>School / College Development</b>	<ul style="list-style-type: none"> <li>• Promoting school mission and vision</li> <li>• Promotes a conducive and safe school / college/ university environment</li> <li>• Contributes to school /college / University development through innovations</li> <li>• Projects a positive image of the school / college/ university</li> </ul>
5	<b>Contribution to Community</b>	<ul style="list-style-type: none"> <li>• Maintains good relationship with parents and the community</li> <li>• Actively participates in activities linking the school / college/ university to the community</li> <li>• Mobilizes community to support school / college/ university programs</li> <li>• Mobilizes the school /college to support community programs</li> </ul>

### **NTP Implementation Modalities / Strategies**

Below are the strategies for the NTP indicating the action required, the officials responsible, timeframe and the output for the four categories: Primary teachers, secondary teachers, teacher educators and technical and vocational education instructor and university lecturer starting with the planning and awareness raising for the NTP.

Category of Award(s)	Action	Who	Timeframe	Output
<b>NTP (Primary, Secondary, Teacher Education and Technical and Vocational Education and Universities)</b>	Planning and awareness creation about the awards NTP (Primary, Secondary, Teacher Education, Technical and Vocational Education and Universities)	Directors: <ul style="list-style-type: none"> <li>• Basic and Secondary Education</li> <li>• Higher, Technical and Vocational Education</li> <li>• Directorate of Education Standards (DES)</li> </ul> Commissioners: <ul style="list-style-type: none"> <li>• EPPD</li> <li>• Human Resource Management</li> <li>• TIET</li> <li>• Higher Education</li> <li>• Basic Education</li> <li>• Government Secondary Schools.</li> <li>• BTVET</li> <li>• G &amp; C</li> <li>• PPES</li> <li>• TES</li> <li>• SES</li> <li>• TVETS</li> <li>• Assistant Commissioner Policy Analysis</li> <li>• Chairperson University Vice Chancellors Forum</li> <li>• Chairperson PAU</li> <li>• Chairperson NTC Principal's Forum</li> <li>• Chairperson Technical and Vocational Institutions Principals Forum / Association</li> <li>• Chairperson DEOs Association</li> <li>• Chairperson DIS' Association</li> <li>• Chairperson Primary Head Teachers Association</li> </ul>	March – May every year	<ul style="list-style-type: none"> <li>• Minutes of the NTP planning meetings</li> <li>• Public and other stakeholders aware and informed about the NTP (Primary, Secondary, Teacher Education, Technical and Vocational Education and Universities)</li> <li>• Posters</li> <li>• Newspaper adverts</li> <li>• Fliers</li> <li>• Radio and TV announcements</li> </ul>

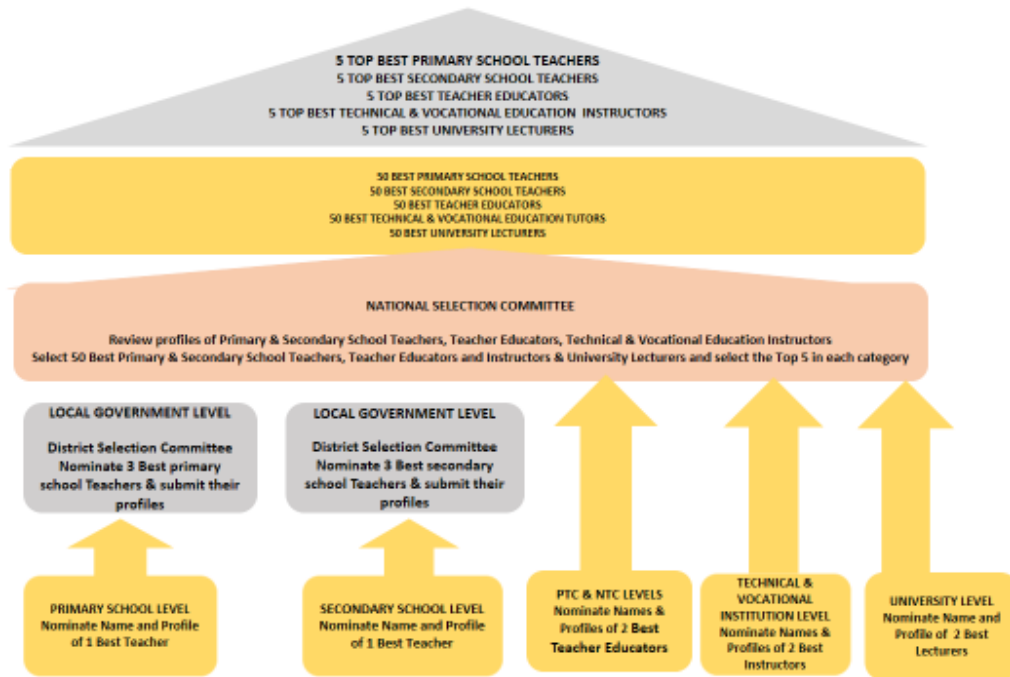
Category of Award(s)	Action	Who	Timeframe	Output
		<ul style="list-style-type: none"> <li>Chairperson</li> <li>Secondary Head</li> <li>Teachers Association</li> </ul>		
<b>The NTP Process for the Primary Teacher Category</b>				
<b>National Teachers Prize (Primary)</b>	Nominate 3 best primary school teachers Submit a detailed profile of each of the 3 teachers to the National Selection Committee	District / Municipality Local Governments (DEO / MEO) & District Selection Committee	By 30 <sup>th</sup> June every	Names and profiles of 3 best primary school teachers from Local Governments (Districts and Municipalities)
	Review profiles and select the best 50 primary school teachers	National Primary Selection Committee	By 31 <sup>st</sup> August every year.	Names and profiles of the best 50 primary school teachers to be invited to the National Primary Teachers Conference
	Top five primary school teachers to be awarded the NTP (Primary)	National Primary Selection Committee	September every year during the Annual National Primary Teachers Conference	Names and profiles of the Top five primary school teachers to be recognized and awarded NTP (Primary)
<b>The NTP Process for the Secondary Teacher Category</b>				
<b>National Teachers Prize (Secondary)</b>	Nominate 3 best secondary school teachers Submit a detailed profile of each of the 3 teachers to the National Selection Committee	District / Municipality Local Government (DEO / MEO) and District Selection Committee	March – May every year	Names and profiles of 3 best secondary school teachers from Local Governments (Districts and Municipalities)
	Review profiles and select the best 50 secondary school teachers	National Secondary Selection Committee	By 30 <sup>th</sup> June every year	Names and profiles of the best 50 secondary school teachers.
	Top five secondary school teachers to be	National Secondary Selection Committee	September every year during the National	Names and profiles of the Top five secondary school teachers to be



Category of Award(s)	Action	Who	Timeframe	Output
	awarded the NTP (Secondary)		Teachers Day celebrations	recognized and awarded NTP (Secondary)
<b>The NTP Process for the Teacher Educator Category</b>				
<b>National Teachers Prize (Teacher Educator)</b>	Nominate 3 best Teacher Educators Submit a detailed profile of each of the 3 Teacher Educators to the National Selection Committee	Principal's Association of Uganda (PAU) for PTCs  Chairperson NTC Principal's Forum	By end of October every year	Names and profiles of 3 best Teacher Educators from Principals PTCs, NTCs
	Review profiles and select the best 50 Teacher Educators	National Teacher Education selection committee	By end of November every year	Names and profiles of the best 50 Teacher Educators
	Top five teacher educators to be awarded the NTP (Teacher Education)	National Teacher Education selection committee	February every year during the Symposium on Teacher Education (SOTED)	Names and profiles of the Top five Teacher Educators to be recognized and awarded NTP (Teacher Education)
<b>The NTP Process for the Technical and Vocational Education Instructor Category</b>				
<b>National Teachers Prize (Technical and Vocational Education Instructor)</b>	Nominate 3 best Technical and Vocational Education Instructors Submit a detailed profile of each of the 3 Technical and Vocational Education Instructors to the National Selection Committee	Technical and Vocational Education Principals Forum / Association	By end of October every year	Names and profiles of 3 best Technical and Vocational Education Instructors from the Technical and Vocational Education Principals Forum / Association
	Review profiles and select the best 50 Technical and Vocational Education Instructors	National Technical and Vocational and Education selection committee	By end of November every year	Names and profiles of the best 50 Technical and Vocational Education Instructors
	Top five teacher educators to be awarded the NTP	National Technical and Vocational and	Annually during the Education and	Names and profiles of the Top five Technical and

Category of Award(s)	Action	Who	Timeframe	Output
	(Technical and Vocational Education)	Education selection committee	Sports Sector Review.	Vocational Education Instructors to be recognized and awarded NTP (Technical and Vocational Education )
<b>The NTP Process for the University Lecturers Category</b>				
<b>National Teachers Prize (University Lecturers)</b>	Nominate 3 best University Lecturers Submit a detailed profile of each of the 3 University Lecturers to the National Selection Committee	University Vice Chancellors Forum	By end of August every year	Names and profiles of 3 best University Lecturers from the University Vice Chancellors Forum.
	Review profiles and select the best 50 University Lecturers	National University Lecturers selection committee	By end of September every year	Names and profiles of the best 50 University Lecturers
	Top five University Lecturers to be awarded the NTP (University Lecturers)	National University Lecturers selection committee	Annually during the Education and Sports Sector Review.	Names and profiles of the Top five University Lecturers to be recognized and awarded NTP (University Lecturers)

## Summary of the NTP Process



## NTP Selection Committees at National, District, Municipality, PTC, NTC, Technical and Vocational and Universities Levels

Below is the selection committees' composition / membership and their roles and responsibilities covering national, Local Government (Districts and Municipalities), PTC and NTC, Technical and Vocational and University levels for the NTP (Primary, Secondary, Teacher Education and Technical and Vocational Education Institutions and Universities)

Award	Selection Committee	Selection Committee Composition / Membership	Roles and Responsibilities
NTP (Primary)	National Selection Committee	MoES Directorates, Depts. and Agencies TIET Basic Ed DES <ul style="list-style-type: none"> <li>Director Basic and Secondary Ed</li> <li>Director DES</li> <li>Commissioners: TIET and Basic Ed., G &amp; C, PPES, TES, Human Resource</li> <li>Chairperson Primary Head Teachers Association</li> </ul>	<ul style="list-style-type: none"> <li>Approval of the selection criteria for the NTP</li> <li>Planning and awareness creation about the awards NTP (Primary, Secondary, Teacher Education)</li> <li>Review profiles and select the best 50 primary school teachers</li> <li>Select top 5 to receive NTP (Primary)</li> </ul>

<b>Award</b>	<b>Selection Committee</b>	<b>Selection Committee Composition / Membership</b>	<b>Roles and Responsibilities</b>
<b>NTP (Primary)</b>	District / Municipality Selection Committee	<ul style="list-style-type: none"> <li>• DEO</li> <li>• MEO</li> <li>• DIS</li> <li>• MIS</li> <li>• District / Municipality Personnel Officer</li> <li>• District/ Municipality Human Resource Manager</li> <li>• Chairperson District</li> <li>• Primary Head- teachers Ass.</li> <li>• CCT Representative</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate and publicise the NTP</li> <li>• Nominate 3 best teachers and submit detailed profiles to the National Selection Committee</li> </ul>
<b>NTP (Secondary)</b>	National Selection Committee	MoES Directorates, Depts. and Agencies TIET Secondary Ed DES <ul style="list-style-type: none"> <li>• Director Basic and Secondary Ed</li> <li>• Director DES</li> <li>• Commissioners: TIET and Secondary Ed., SES, TES, Human Resource Management</li> <li>• Chairperson Secondary Head Teachers Association</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and awareness creation about the awards NTP (Secondary)</li> <li>• Review profiles and select the best 50 secondary school teachers</li> <li>• Select top 5 to receive NTP (Secondary)</li> </ul>
<b>NTP (Secondary)</b>	District / Municipality Selection Committee	<ul style="list-style-type: none"> <li>• DEO</li> <li>• MEO</li> <li>• DIS</li> <li>• MIS</li> <li>• Chairperson District Secondary Head- teachers Ass.</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate and publicise the NTP (Secondary)</li> <li>• Nominate 3 best secondary teachers and submit detailed profiles to the National Selection Committee</li> </ul>
<b>NTP (Teacher Education)</b>	National Selection Committee	MoES Directorates, Depts. and Agencies TIET DES <ul style="list-style-type: none"> <li>• Director BTVET</li> <li>• Director DES</li> <li>• Commissioners: TIET, TES, SES, PES, Human Resource Management</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and awareness creation about the awards NTP (Teacher Education)</li> <li>• Review profiles and select the best 50 Teacher Educators</li> <li>• Select top 5 to receive NTP</li> </ul>

<b>Award</b>	<b>Selection Committee</b>	<b>Selection Committee Composition / Membership</b>	<b>Roles and Responsibilities</b>
			(Teacher Education)
<b>NTP (Teacher Education)</b>	PTC Selection Committee	<ul style="list-style-type: none"> <li>• Chairperson and Executive PAU</li> <li>• Regional Reps PAU (Northern, Eastern, Southern , Central )</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate and publicise the NTP (Teacher Education)</li> <li>• Nominate 3 best Teacher Educators from PTCs and submit detailed profiles to the National Selection Committee</li> </ul>
	NTC Selection Committee	Chairperson and Executive NTC Principal's Forum	<ul style="list-style-type: none"> <li>• Advocate and publicise the NTP (Teacher Education)</li> <li>• Nominate 3 best Teacher Educators from NTCs and submit detailed profiles to the National Selection Committee</li> </ul>
<b>NTP (Technical and Vocational Education)</b>	National Selection Committee	MoES Directorates, Depts. and Agencies BTVET TIET DES <ul style="list-style-type: none"> <li>• Director BTVET</li> <li>• Director DES</li> <li>• Commissioners: TIET, BTVET, TVETS, G &amp; C, Human Resource</li> <li>• Chairperson Technical and Vocational Education Principals Forum / Association</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and awareness creation about the awards NTP (Technical and Vocational Education)</li> <li>• Review profiles and select the best 50 Technical and Vocational Education Instructors</li> <li>• Select top 5 to receive NTP (Technical and Vocational Education)</li> </ul>
	TVET Selection Committee	<ul style="list-style-type: none"> <li>• Chairperson and Executive Technical and Vocational Education Principals Forum / Association</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate and publicise the NTP (Technical and Vocational Education)</li> </ul>

Award	Selection Committee	Selection Committee Composition / Membership	Roles and Responsibilities
			<ul style="list-style-type: none"> <li>Nominate 3 best Technical and Vocational Education Instructors from Technical and Vocational Institutions and submit detailed profiles to the National Selection Committee</li> </ul>
<b>National Teachers Prize (University Lecturers)</b>	National Selection Committee	MoES Directorates, Depts. and Agencies Higher Education BTVET TIET DES <ul style="list-style-type: none"> <li>Director Higher Education</li> <li>Director BTVET</li> <li>Director DES</li> <li>Commissioners: Higher Education, TIET, BTVET, TVETS, G &amp; C, Human Resource</li> <li>Chairperson University Vice Chancellor's Forum</li> </ul>	<ul style="list-style-type: none"> <li>Planning and awareness creation about the awards NTP (University Lecturers)</li> <li>Review profiles and select the best 50 University Lecturers</li> <li>Select top 5 to receive NTP (University Lecturers)</li> </ul>
	University Lecturer's Selection Committee	<ul style="list-style-type: none"> <li>Chairperson and Executive University Lecturers Forum</li> </ul>	<ul style="list-style-type: none"> <li>Advocate and publicise the NTP (University Lecturers)</li> <li>Nominate 3 best Lecturers from Universities and submit detailed profiles to the National Selection Committee</li> </ul>

### Forms of National Level NTP Prizes/ Awards

Category	Awardees	Prizes / Awards
	The Top 5	
1. NTP (Primary Teacher) 2. NTP (Secondary Teacher) 3. NTP (Teacher Educator) 4. NTP (Technical and Vocational Education Instructor) 5. NTP (University Lecturers)	1 <sup>st</sup> Overall	Certificate, Plaque, Lapel Pin Badge, Laptop and 3.0 m shs.
	2 <sup>nd</sup> Overall	Certificate, Plaque, Lapel Pin Badge, Laptop and 2.5 m shs
	3 <sup>rd</sup> Overall	Certificate, Plaque, Lapel Pin Badge, Laptop and 2.0 m shs
	4 <sup>th</sup> Overall	Certificate, Plaque, Lapel Pin Badge, Laptop and 1.5 m shs
	5 <sup>th</sup> Overall	Certificate, Plaque, Lapel Pin Badge, Laptop and 1.0 m shs
1. NTP (Primary Teacher) 2. NTP (Secondary Teacher) 3. NTP (Teacher Educator) 4. NTP (Technical and Vocational Education Instructor) 5. NTP (University Lecturers)	Best 50 NTP (Primary Teacher)	Certificate, Lapel Pin Badge, 500,000/= each
	Best 50 NTP (Secondary Teacher)	
	Best 50 NTP (Teacher Educator)	
	Best 50 NTP (Technical and Vocational Education Instructor)	
	Best 50 NTP (University Lecturers)	

### Local Government (District / Municipality) and School Level Awards

- The Local Governments (Districts and Municipalities) awards are to education managers, Head teachers and teachers who exhibit professionalism and exceptionally good practices in delivery of quality education at that level.
- The school level awards are given to teachers in recognition and appreciation for their work.

The following are the awards that can be given:

**Affirmative Action Award:** to teachers that have made outstanding contributions in areas of: special needs, inclusion, equity diversity and girls education.

**Excellence in Leadership Award:** Given to Local Government Officials (District Education Officers, Municipal Education Officers, District Inspectors of Schools and Municipal Inspectors of Schools) and Head – Teachers acknowledging and celebrating their exemplary leadership which has had a significant impact on teaching and learning and quality of education.

**Best School Management Committee (SMC) Award:** Given by Local Governments (Districts and Municipalities) annually to SMCs that have performed exceptionally well in supporting their schools. A key consideration will be performance of the SMCs in implementation of their stipulated roles and responsibilities in improving quality of teaching and learning.

**Best Teacher Award:** To teachers who excelled among peers in a functional group, position or profession through dedication to duty, rendered services without counting the time or beyond the call of duty and during exigency of service at all times or most of the time. This can also include teachers who excel among peers in a Subject, Sports or Curriculum Activity (Music, Dance and Drama - MDD).

**Master Teacher Award:** to teachers who have conducted mentoring / coaching to fellow teachers, and rendered services beyond the call of duty.

**Teacher of the Month / Term/ Year:** to teachers recognizing their outstanding work in the school in a given month, term and year.

**Star Action Award:** to teachers who are commended for their courtesy, promptness, efficiency and dedication to duty with no or the least number of tardiness or absences and to teachers recognizing their special contributions as they occur for a project or task, generally accomplished in a short period.

**Loyalty Award:** Given to teachers to recognise their longevity or tenure and loyalty in the teaching service. Those teachers who have served continuously and satisfactorily in the schools /institutions/ profession in the following categories:

- **Bronze Loyalty Award:** 10 - 15 years in service
- **Silver Loyalty Award:** 20 - 25 years in service
- **Gold Loyalty Award:** 30 - 40 years in service.

**Long Service / Emeritus Award:** Given to recognise retiree teachers who have dedicated themselves in the teaching service. Conferred on retirees either in optional or compulsory retirement.



## SECTION FOUR

This section discusses the concept of incentives (monetary and non-monetary), forms of awards and incentives, the functions/occasions when to recognise and award teachers, key principles guiding the provision of incentives and rewards, the incentives and rewards committees (national local government and school) composition and responsibilities.

### CONCEPT OF INCENTIVE

Incentive is an act or promise for greater action. It is also called a stimulus to greater action. Incentive is something which is given in addition to wages. It means additional remuneration or benefit to an employee in recognition of achievement or better work. Incentive provides a spur or zeal in the employees for better performance. Therefore, a hope for a reward is a powerful incentive to motivate employees. Besides monetary incentives, there are some other stimuli which can drive a person to greater actions. These include job satisfaction, job security, job promotion, and pride for accomplishment.

Incentive really sometimes works to accomplish the goals of a concern, and brings about motivation. While motivation refers to initiation, direction, intensity and persistence of behaviour, incentives, on the other hand, are external measures that are designed and established to influence motivation and behaviour of individuals, groups or organization. Incentive system or structure is a combination of several more or less coherent incentives.

The purpose of the incentives is to:

1. Increase productivity;
2. Drive or arouse stimulus work;
3. Psychologically satisfy a person, that leads to job satisfaction;
4. Enhance commitment in work performance
5. Shape the behaviour or outlook of subordinate towards work.
6. Inculcate zeal and enthusiasm towards work
7. Get the maximum capabilities of workers so that they are exploited and utilized maximally.

### TYPES OF INCENTIVES

There are two categories of incentives used to motivate teachers namely:

1. **Monetary Incentives:** These are incentives which satisfy the subordinates by providing their rewards in terms of money. Money (salary or pay) has been recognized as a chief source of satisfying the needs of workers. Therefore money not only satisfies psychological needs but also the security and social needs.
2. **Non-Monetary Incentives:** Besides the monetary incentives, there are certain non-financial incentives which can satisfy the ego and self-actualization needs of employees / teachers.

Non-monetary incentives are the incentives which cannot be measured in terms of money. They are often used to satisfy the psychological needs of the subordinates, and include as follows:

- a. **Promotion:** promotion is an effective tool to increase the spirit to work in a concern. If the teachers are provided opportunities for the advancement and growth; they feel satisfied and contented and they become more committed to their profession and work.

Promotion helps to boost teacher morale and motivate them to work harder, thereby increasing productivity and efficiency. Lack of promotion however can lower morale resulting in frustration, resignation and premature retirement and affect also the general efficiency and productivity.

- b. **Security of Service:** Job security is an incentive which provides great motivation to employees. If the employee's job is secured, he/she will put maximum efforts to achieve the objectives of the organization. The pension plan is one of the most popular ways to provide security for workers. It is best set up in collaboration with competent legal and insurance advisers. In most establishments, the insurance programme has a strong bearing on their recruitment effort, their ability to keep good employees and their success at maintaining a reasonably high level of productivity. Important benefits in the comfort and protection category include; good hospitalization, major medical plans, good life insurance, good accident insurance, travel insurance, death allowances, supplementary disability, dental insurance, psychiatric care, sick pay etc., similar incentives are desirable in the teaching profession.
- c. **Physical Working Conditions:** The importance of the provision of the relevant facilities and equipment in working places should not be over emphasized. The provision of desks, seats, chalks, teaching aids and chalkboards are part of the ingredient of effective learning. For teachers to put into practice the professional skills learnt, the physical working environment needs to be comfortable; working without proper facilities and equipment is like going to farm without a hoe.
- d. **Employee Pleasure and Recreation:** These non-monetary incentives would contribute to an easier, more pleasant and more relaxed life for the majority of teachers in Uganda. They include, vacations, holidays, rest periods, sabbaticals, personal time off, recreation programmes, and lounge or cafeteria facilities.
- e. **Job and Skills Enrichment:** Job and skill enrichment is another non-monetary incentive in which the job of a teacher can be made much better. This can be done by increasing teacher responsibilities, giving the teacher an important designation, increasing the content and nature of the work, training and retraining through Continuous Professional Development (CPD) opportunities. Through these ways efficient and effective teachers can get challenging jobs in which they can prove their worth. This also helps in the greatest

motivation of the efficient and effective teachers. Combinations of financial and non-financial incentives (positive incentives) together help in bringing motivation and zeal to work in a concern.

### **The Forms of the Awards and Incentives**

The awards and incentives to teachers can be in the form of:

1. Certificates
2. Plaques of Recognition
3. Trophies
4. Badges /Medals / Lapel Pin Badges
5. Monetary Awards (Based on budgetary allocation or fiscal availability)
6. Material Awards (These are in kind and may be in the form of merchandise, computers / laptops, mobile phones, land, motor bikes, merchandise (Based on budgetary allocation or fiscal availability).
7. Personal Growth Opportunities – incentives which may be in the form of attendance in conferences, study tours, foreign trips (travel packages) and other learning opportunities.

### **International, National, Local Government and School Teacher Days/ Events/ Occasions**

Recognition of teachers and giving of awards shall be done on the following occasions / functions:

- **World Teachers' Day:** also known as International Teachers Day, is held annually on October 5. Established in 1994, it commemorates the signing of the 1966 UNESCO/ILO Recommendation concerning the Status of Teachers, which is a standard-setting instrument that addresses the status and situations of teachers around the world. This recommendation outlines standards relating to education personnel policy, recruitment, and initial training as well as the continuing education of teachers, their employment, and working conditions. World Teachers' Day aims to focus on "*appreciating, assessing and improving the educators of the world*" and to provide an opportunity to consider issues related to teachers and teaching.
- **National / Local Teachers Days:** These are days at national or local level (District, Municipality and school) celebrating and recognizing the work of teachers. They can be organized around an agreed theme.
- **Annual National Primary Teachers' Conference:** The main objective of the conference is to celebrate the great contribution teachers are making towards learners, the community, the country and world at large. The conference brings together primary school teachers and district and municipal education officials. The conference serves as a motivation platform to show – case the good practices in teaching and learning demonstrated by quality teachers and as a forum to recognise, inspire, expose and engage the teachers of Uganda.
- **Symposium on Teacher Education:** The purpose of the Symposium is to reflect on Teacher Education Quality: past present and future, so as to identify Gaps and Solutions for improving Teacher Education Delivery.

- **Annual Education and Sports Sector Review:** The main objective of the annual ESSR is to appraise and validate the performance of the education and sports sector, draw lessons that will guide implementation and the planned activities to inform the budgetary process and identify high level priorities for the coming year. It brings together a cross section of stakeholders in the education sector in the country and therefore can provide a good opportunity to recognise and award teachers at the national level
- **Appreciate My Teacher Week / Teacher Appreciation Day / Week:** Ministry of Education and Sports through the TIET Department together with the TIG institute of marketing have developed the initiative called ‘Appreciate my Teacher’. The objective of the initiative is to give an opportunity to students, parents and society to appreciate teachers. Through the initiative the teachers will feel valued and appreciated when they receive appreciation messages from their students, parents and friends. This will result into a state of happiness, joy and good health for teachers. Teachers will be encouraged and motivated to put in their best to continue teaching and shaping the future of their students. This will increase efficiency, performance and the quality of education given to students.  
The strategy for implementation of the initiative will be by government in partnership teachers, parents, students, private sector and Education Development Partners. The activities planned under the initiative include:
  - Nomination of outstanding teachers
  - Smart partnerships
  - Happy Birthday Teacher
  - Online initiatives via social media where teachers will subscribe and indicate their fans (old students, parents, relatives and friends).
  - Messages sent to fans requesting them to surprise their teachers with messages and gifts on their birthdays.
- **Education Weeks (in Local Governments Districts and Municipalities):** This is a week set aside by the local governments (Districts and Municipalities) focusing on education it can be around a particular agreed theme. The local governments are free to decide and plan on how to make best use of the week. The Districts and schools can also recognise and award the best School Management Committees (SMCs), Head teachers and teachers.
- **School Speech Days / Open Days:** An open day is a day on which parents and other interested members of the public are encouraged to visit a particular school or other institution to see what it is like. It is an occasion on which an institution, such as a school, is open for the public.

Below are the possible functions/occasions / events when teachers can be recognised and awarded at national, local government (District and Municipality) and school levels:

Award	Occasion / Function
<ul style="list-style-type: none"> <li>• Loyalty Award</li> <li>• Long Service / Emeritus Award</li> </ul>	World Teachers Day
<ul style="list-style-type: none"> <li>• Loyalty Award</li> <li>• Long Service / Emeritus Award</li> </ul>	National Teachers Day (Local Government Level)
National Teachers’ Award (Primary Teacher Category)	Annual National Primary Teachers’ Conference
National Teachers’ Award (Secondary Teacher Category)	Annual Education and Sports Sector Review

<b>Award</b>	<b>Occasion / Function</b>
National Teachers' Award (Teacher Education Category)	Symposium on Teacher Education
National Teachers' Award (Technical & Vocational Education Category)	Annual Education and Sports Sector Review
National Teachers' Award (University Lecturer Category)	Annual Vice Chancellors Forum.
Excellence in Leadership Award (Local Government Education Officials: DEOs / DIS, MEO/MIS)	Annual Education and Sports Sector Review
<ul style="list-style-type: none"> <li>• Affirmative Action Award</li> <li>• Best School Management Committee (SMC) Award</li> <li>• Best Head Teacher Award</li> <li>• Best Teacher Award</li> <li>• Master Teacher Award</li> <li>• Teacher of the Month / Term/ Year</li> <li>• Star Action Award</li> <li>• Loyalty Award</li> <li>• Long Service / Emeritus Award</li> </ul>	Education Weeks (Local Government – District and Municipality Level)
<ul style="list-style-type: none"> <li>• Affirmative Action Award</li> <li>• Best Teacher Award</li> <li>• Master Teacher Award</li> <li>• Teacher of the Month / Term/ Year</li> <li>• Star Action Award</li> <li>• Loyalty Award</li> <li>• Long Service / Emeritus Award</li> </ul>	School level awards on appropriate times / occasions agreed by the school authorities <ul style="list-style-type: none"> <li>• Appreciate My Teacher Week</li> <li>• Speech / Open Days</li> </ul>

### **Key Principles Guiding the Provision of Incentives and Rewards**

The following principles will guide the provision of incentives and rewards:

**Sustainability:** This principle emphasizes the need to ensure that plans are in place for the initiative to continue. A key consideration will be not to make it too expensive and therefore difficult to implement.

**Resourcing:** This principle emphasizes that MoES will be key in ensuring that the resources in various forms particularly funds, materials and personnel are mobilized and committed to the provision of incentives and rewards to teachers particularly the National Teacher Prize (NTP). Resourcing the provision of incentives and rewards to teachers will require concerted effort from Government of Uganda GoU, Local Governments (Districts and Municipalities), Education Development Partners (EDPs), Civil Society Organisations (CSOs) and the private sector.

The potential mechanisms of resourcing the provision of incentives and rewards to teachers in Uganda include:

For the NTPs MoES as the lead Ministry in the implementation of the guidelines for the provision of incentives and rewards to teachers will need to plan for and allocate a dedicated budget for the initiative.

1. Education Development Partners will need to be mobilized and requested to commit funds to support provision of incentives and grants to teachers in Uganda.

2. Funding partnerships between government and other agencies will be solicited where the opportunity is available to sponsor and support the provision of incentives and rewards to teachers.
3. Community contributions at the local level (Local Government and School) is another opportunity to support the provision of incentives and rewards to teachers.
4. Contributions and sponsorship from the Private Sector as part of their Corporate Social Responsibility (CSR) will be another possibility to support

**Cost-effectiveness:** This principle emphasizes that the activities will be implemented in a cost-effective manner using the existing structures in order to guarantee a good return on investment.

**Partnerships:** This principle emphasizes the need for establishing and maintaining collaborations, and networks between MoES, Local Governments (Districts and Municipalities), Education Development Partners (EDPs), Civil Society Organisations (CSOs) and the private sector in the effort of providing incentives and rewards to teachers in Uganda.

**Communication and Advocacy:** This principle emphasizes the need to promote greater awareness on and support for the provision of incentives and rewards for teachers in Uganda. The efforts will be key in increasing awareness and understanding of the efforts to incentivize and reward teachers in Uganda. It will also help it increasing participation in the initiatives that have been put in place to recognize and award teachers.

### Incentives and Rewards Committees

The Incentives and Rewards committees at the National, Local Government levels have the following specific responsibilities and composition:

#### National Incentives and Rewards Committee

<b>National Incentives and Rewards Committee</b>	
<b>Composition</b>	<b>Responsibilities</b>
Directors: <ul style="list-style-type: none"> <li>• Basic and Secondary Education</li> <li>• Higher, Technical and Vocational Education</li> <li>• Directorate of Education Standards (DES)</li> </ul> Commissioners: <ul style="list-style-type: none"> <li>• EPPA</li> <li>• TIET</li> <li>• Higher Education</li> <li>• Basic Education</li> <li>• Government Secondary Schools.</li> <li>• BTVET</li> <li>• G &amp; C</li> <li>• PPES</li> <li>• TES</li> </ul>	<ol style="list-style-type: none"> <li>1. Establish a system of incentives and awards to recognize and motivate teachers for their performance and conduct;</li> <li>2. Raising public and other stake-holders awareness and information about teacher incentives and rewards including the NTP.</li> <li>3. Formulate, adopt and amend criteria, processes and procedures including guidelines in evaluating nominees and the mechanism for recognizing the awardees;</li> <li>4. Determine the forms of awards and incentives to be granted;</li> <li>5. Monitor implementation of approved activities through feedback and reports</li> <li>6. Prepare plans, identify resources and propose budget for the incentives and rewards</li> </ol>

## National Incentives and Rewards Committee

Composition	Responsibilities
<ul style="list-style-type: none"> <li>• SES</li> <li>• TVETS</li> <li>• Human Resource Management</li> <li>• Assistant Commissioner Policy Analysis</li> <li>• Chairperson PAU</li> <li>• Chairperson NTC Directors Forum</li> <li>• Chairperson Technical and Vocational Institutions Principals Forum / Association</li> <li>• Chairperson DEOs Association</li> <li>• Chairperson DIS' Association</li> <li>• Chairperson Primary Head Teachers Association</li> <li>• Chairperson Association of Secondary School Head Teachers Association of Uganda. (ASSHTAU))</li> <li>• Education Service Commission Representative</li> <li>• UNATU Representative</li> </ul>	<p>including the NTP activities on an annual basis;</p> <ol style="list-style-type: none"> <li>7. Document best practices, innovative ideas and success stories which will serve as promotional materials to sustain interest and enthusiasm;</li> <li>8. Submit an annual report on the incentives and rewards to the MoES ESCC and TMM</li> <li>9. Monitor and evaluate implementation of the provision of incentives and rewards to teachers including the NTP initiative every year and making essential improvements</li> </ol>

## Local Government District and Municipality Incentives and Rewards Committee

<b>Local Government District and Municipality Incentives and Rewards Committee</b>	
<b>Composition</b>	<b>Responsibilities</b>
<p><b>(For recognizing and rewarding Head teachers and Teachers)</b></p> <ul style="list-style-type: none"> <li>• DEO</li> <li>• MEO</li> <li>• DIS</li> <li>• MIS</li> <li>• District / Municipality Personnel Officer</li> <li>• District/ Municipality Human Resource Manager</li> <li>• Chairperson District Primary Head-teachers Association</li> <li>• Chairperson District Secondary Head-teachers Association</li> <li>• Principals of NTCs and PTCs in the catchment</li> <li>• Representative of the CCTs</li> <li>• UNATU Representative</li> </ul> <p><b>(For recognizing and rewarding Education Managers: DEOs, DIS', MEO, MIS')</b></p> <ul style="list-style-type: none"> <li>• CAO</li> <li>• Town Clerk</li> <li>• District / Municipality Personnel Officer</li> <li>• District/ Municipality Human Resource Manager</li> <li>• Secretary for Education</li> <li>• Chairperson Education Committee</li> </ul>	<ol style="list-style-type: none"> <li>1. Establish a system of incentives and awards to recognize and motivate teachers/ education managers for their performance and conduct in the local governments (Districts and Municipalities) and schools / institutions.</li> <li>2. Raising public and other stake-holders awareness and information about teacher incentives and rewards including the NTP.</li> <li>3. Ensure the participation of the Local Governments (Districts and Municipalities) in National efforts to recognize and reward teachers such as the National Teacher Prize (NTP) MoES initiative.</li> <li>4. Formulate, adopt and amend criteria, processes and procedures including guidelines in evaluating nominees and the mechanism for recognizing the awardees;</li> <li>5. Determine the forms of awards and incentives to be granted in the local government</li> <li>6. Monitor implementation of approved activities through feedback and reports</li> <li>7. Prepare plans, identify resources and propose budget for the activities on an annual basis;</li> <li>8. Document best practices, innovative ideas and success stories which will serve as promotional materials to sustain interest and enthusiasm;</li> <li>9. Submit an annual report on the incentives and rewards to the MoES and District / Municipal Councils</li> <li>10. Monitor and evaluate implementation of the provision of incentives and rewards to teachers including the NTP initiative every year and make essential improvements</li> </ol>



## School level Incentives and Rewards Committee

<b>School level Incentives and Rewards Committee</b>	
<b>Composition</b>	<b>Responsibilities</b>
<ul style="list-style-type: none"><li>• Chairperson SMC</li><li>• Vice Chairperson SMC</li><li>• Head Teacher</li><li>• Deputy Head teacher</li></ul>	<ul style="list-style-type: none"><li>• Establish a system of incentives and awards to recognize and motivate teachers for their performance and conduct in the school</li><li>• Raising public and other stake-holders awareness and information about teacher incentives and rewards.</li><li>• Formulate, adopt and amend criteria, processes and procedures including guidelines in evaluating nominees and the mechanism for recognizing the awardees;</li><li>• Determine the forms of awards and incentives to be granted in the school to teachers</li></ul>