



REPUBLIC OF UGANDA

ANNUAL PERFORMANCE REPORT FY 2022-2023



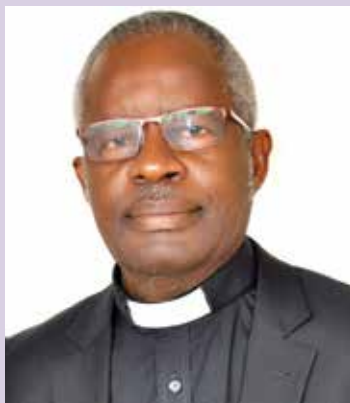
EDUCATION SERVICE COMMISSION



REPUBLIC OF UGANDA

ANNUAL PERFORMANCE REPORT FY 2022-2023

EDUCATION SERVICE COMMISSION



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Abimerech Luboga**
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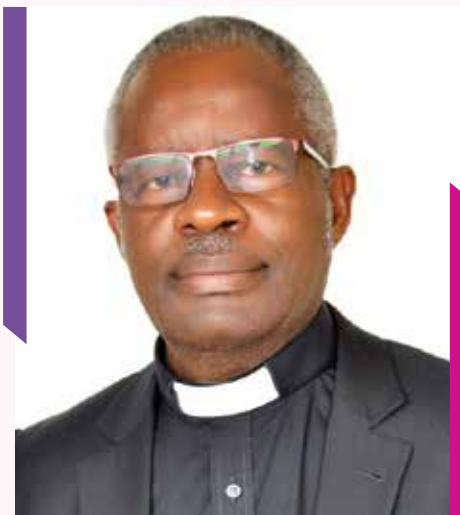


Dr. Asuman Lukwago
SECRETARY, ESC

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FOREWORD



**REV. PROF. DR. SAMUEL
ABIMERECH LUBOGA.**

MESSAGE FROM THE CHAIRPERSON, EDUCATION SERVICE COMMISSION

I would like to take this opportunity to present to you the 28th series of the Education Service Commission Annual Performance Report for Financial Year 2022-2023 in accordance with Section 8 of the Education Service Act 2002. This Annual Performance Report provides an account of the Commission Performance for the Period 1st July 2022 to 30th June 2023.

During the Period under review, the Commission appointed 1,061 Personnel into Education Service which included teaching and non-teaching staff. Out of the personnel appointed, 617 were male and 444 were female.

The Commission confirmed appointments of 3,176 personnel who have served their probationary period of six (06) months. Out of these 2,165 were male and 1,011 were female. This confirmation was done countrywide.

On my own behalf and on behalf of the Education Service Commission, I would like

to thank the Members of the Commission for their tireless effort during the Financial Year to enable the Commission to achieve its mandate, the Secretariat Headed by the Secretary to the Commission and the entire technical team for providing support and guidance to the Commission during the Financial Year.

I hope this report will inform the Rt. Hon, Speaker of Parliament and the Honorable Members of Parliament and all stakeholders of the Education fraternity about the activities of the Education Service Commission.

Thank you all for your continued cooperation and support to the Commission as we endeavor to have quality education delivered by efficient and effective Education Service Personnel.

**Rev. Prof. Dr. Samuel Abimerech Luboga.
CHAIRPERSON**



Top management of Education Service Commission.



Staff members of ESC with the Minister of Public Service during the Commemoration of the 12th Africa Public Service Day (APSD) 2023.

EXECUTIVE SUMMARY



1,061 The Commission appointed Personnel into Education Service which included teaching and non-teaching staff

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

The Commission's Annual Performance Report for the Financial Year 2022-2023 shows a decline in recruitment performance from 286% to 35.4% attributed to the delays in wage clearance from Ministry of Public Service during the Financial year 2022-2023 and partial halting of the recruitment.

A total of 1,061 education service personnel were appointed by the commission against the set target of 2,300. This is almost half of the planned target. Of the appointed, 617(58%) were male and 444 (42%) were female. This appointment was done country wide and for all MDAs which the Commission is mandated to recruit for.

The commission handled all the cases that were submitted for confirmation by the ministry of Education and Sports and other relevant MDAs. Performance in this is dependent on

submissions from the above MDAs. A total of 3,176 teaching and non-teaching Education Service staff were confirmed against the target of 2,300 which is more than the targeted performance. We observed 68% which represents 2,165 personnel of the confirmed being male while 32% which is 1,011 confirmed personnel being female.

The commission regularized appointments of sixty-one (61) personnel out of the target of fifty (50) personnel. This output's performance solely depends on submissions from MDAs that work with the commission.

The approved budget for the financial year 2022-2023 was 14.459Bn. for which 2.884Bn was wage, 6.509Bn was non-wage, 5.053Bn was Development Budget and 0.013Bn was arrears. The overall budget absorption performance was 96.3%, this was attributed to the unspent wage, which performed 83.4% the non-wage expenditure was at 99.6% and development budget performed at 100% respectively. The less than 100% wage budget was due to vacant positions in the ESC secretariat.



The approved budget for the financial year 2022-2023 was **14.459Bn.** for which 2.884Bn was wage, 6.509Bn was non-wage, 5.053Bn was

INTRODUCTION

1.1 OVERVIEW

The Education Service Commission (ESC) is a statutory body established by the Constitution of the Republic of Uganda, 1995. The mandate and functions of the Commission are defined under Articles 167 (1) and 168 (1) of the Constitution.

ESC further operates in line with the Education Service Act, 2002, the Local Governments Act, 1997; the Education (Pre- Primary, Primary and Post Primary) Act, 2008; the Kampala Capital City Act, 2010; the Uganda Public Service Standing Orders, 2010; the Education Service Commission Regulations, 2012 and The Teachers Professional Code of Conduct, 2012.

1.2 VISION

The Vision of the Education Service Commission is: **"Quality Education and Sports Delivered by Efficient and Effective Education Service Personnel."**

1.3 MISSION

The Mission of the Education Service Commission is: **"To Provide Professional and Competent Education Service Personnel"**

1.4 STRATEGIC OBJECTIVES

- i. To improve on professional development and practice in the education service
- ii. To improve on efficiency and effectiveness in Education Service delivery
- iii. To strengthen capacity for generation and use of evidence in planning for staffing in education service.
- iv. To strengthen institutional capacity in order to achieve the Commission's Mandate

1.5 FUNCTIONS OF THE COMMISSION

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

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

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

1.6 CORE VALUES

The core values of the Commission are as follows.

- a) **Transparency:** The Commission shall take all Commission decisions in an open and transparent manner.
- b) **Effectiveness:** The Commission shall achieve intended results in line with the set performance targets.
- c) **Efficiency:** The Commission shall put all available resources to optimal use to achieve expected results.
- d) **Professionalism:** The Commission shall conduct all business within the mandate of the Commission in a professional manner.
- e) **Integrity:** The Commission shall observe or uphold honesty and openness while conducting official business.

1.7 STATUS AND PERFORMANCE OF EDUCATION, SPORTS, AND SKILLS DEVELOPMENT SUB- PROGRAMME.

Education is recognized and accepted as a critical driver of economic success and social progress in contemporary society. It has been appreciated in the country with more growing recognition that the provision of quality education and training is central to the creation of a high-skills, knowledge, and innovation-based economy for sustainable development. For the achievement of the objective of 'an inclusive society where all citizens have the opportunity and the incentive to participate fully in the social and economic life of the country', Education and training are equally crucial.

The SDG 4 of the Sustainable Development Goals (SDGs) aims to "ensure inclusive and equitable quality education and promote lifelong learning opportunities for all" by 2030. Seven specific targets were identified for SDG goal 4 which addresses specific areas of education that affect education services. For example, target 4.1 emphasizes that 'by 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

The Uganda Vision 2040 recognizes human capital development as one of the significant fundamentals that require to be strengthened to accelerate the country's transformation and harnessing of the demographic dividend. The availability of appropriate and adequate human capital facilitates increase in production, productivity and technological growth thus making it one of the key endogenous drivers of economic growth.

Education is therefore seen as a human right and is at the heart of sustainable development. It is important to the development of individuals and economies, as it helps to pave the way to a successful and productive future.

The NDP III was compiled under the theme "Sustainable Industrialization for inclusive growth, employment and wealth creation". The immediate and forthcoming economic growth and competitiveness of the nation to realize these ambitions hinge on people having the right knowledge and relevant skills, reflecting the cultural and ethical heritage. The education sector plays an important role in national development. The children, youth and adults should receive quality education and lifelong skills which are relevant and responsive to the labor market demand.

Education financing is a major prerequisite for the achievement of both national and global goals in education as discussed in frameworks above.

In nominal prices, the activity recorded a value addition of Uganda Shillings 5,848 billion shillings in the FY2022-23 compared to Uganda shillings 5,565 billion in the FY 2021-22. Education activities contributed 3.6 percent to GDP in FY 2021-22, compared to 3.8 percent contribution registered in FY 2022-23.

1.8 PLANNED OUTPUTS FOR THE COMMISSION DURING FINANCIAL YEAR 2022-2023.

From the Strategic Plan 2020-2025, and Policy Statement of the Commission, the following outputs were planned for implementation during FY 2022-2023 under the programme of Human Capital Development and Education, Sports, and Skills Development Sub programme:

1.8.1. Sub SubProgramme:01 General Administration and Support Services

- i. Prepare and submit to the Ministry of Finance, Planning and Economic Development Final Books of Accounts for FY 2022-2023.
- ii. Prepare and submit to the Ministry of Finance, Planning and Economic Development Financial Reports and Statements for FY 2022-2023.
- iii. Secure and pay salaries, wages, and allowances.
- iv. Organize workshops and meetings.
- v. Procure goods and services.
- vi. Plan for staff development and training.
- vii. Prepare and submit audit and procurement reports to Ministry of Finance, Planning and Economic Development and Public Procurement and the Public Procurement and Disposal of Public Assets Authority.
- viii. Prepare payroll reports.
- ix. Prepare and maintain stores registers.
- x. Arrange and participate in Commission meetings, reviews, and workshops.
- xi. Prepare and submit to Ministry of Finance, Planning and Economic Development Payroll Audit reports.
- xii. Prepare and submit to Ministry of Finance, Planning and Economic Development Non- Wage audit reports.
- xiii. Prepare and submit to Ministry of Finance, Planning and Economic Development Project audit reports.
- xiv. Prepare and submit to Ministry of Finance, Planning and Economic Development Management Letter/ Quarterly Reports
- xv. Ensure proper management of the procurement of goods and services.
- xvi. Prepare and submit to Public Procurement and the Public Procurement and Disposal of Public Assets Authority monthly, quarterly, semi- annual and annual procurement reports.
- xvii. Draw up and implement the Procurement Plan for FY 2021/2022.
- xviii. Attend workshops on procurement activities and processes.
- xix. Provide support for ICT functions.
- xx. Ensure internet and e-mail connectivity.
- xxi. Provide for anti- virus subscriptions.
- xxii. Ensure centralized management and sharing of ICT resources using the Commission's ICT Network.
- xxiii. Ensure maintenance of the one- stop Information Resource Centre.
- xxiv. Continue with the development and update of the electronic database for all Education Service Personnel.
- xxv. Attend training courses, workshops, and seminars.

1.8.2. Sub SubProgramme:02 Management of Education Service Personnel

- i. Appoint 3,000 personnel.
- ii. Confirm 3,000 personnel.
- iii. Validate 4,000 personnel.
- iv. Regularize appointments of 50 personnel.
- v. Handle 50 disciplinary cases.
- vi. Provide support supervision to 146 District Service Commissions.
- vii. Re-designate 50 appointments.
- viii. Promote the implementation of the Scheme of Service

1.8.3 Sub SubProgramme:02 Facilities and Equipment Management

- i. Procure 300 Furniture & fittings.
- ii. Procure 50 laptops.
- iii. Procure 50 Desktops.
- iv. Procure 02 Primary Backup server.
- v. Procure 02 Air conditioner.
- vi. Procure 15 UPS.
- vii. Procure 10 Desk Printers.
- viii. Procure 02 Smart TV Screen.
- ix. Procure 01 Projector.
- x. Procure 01 PABX Phone system.

1.8.4. Sub SubProgramme:03 Research, Policy, and Management Services

- i. Prepare and submit to the Ministry of Finance, Planning and Economic Development, the Budget Framework Paper for FY 2022-2023.
- ii. Prepare and submit to the Ministry of Finance, Planning and Economic Development the Ministerial Policy Statement for FY 2022-2023.
- iii. Prepare and submit the FY 2022-2023 Quarterly Performance Reports to the Ministry of Finance, Planning and Economic Development; and Office of the Prime Minister.
- iv. Prepare and submit the Annual Report for FY 2022-2023 to the Ministry of Finance, Planning and Economic Development, Office of the Prime Minister, and Parliament.
- v. Prepare and submit to the Ministry of Finance, Planning and Economic Development the Commission's Performance Contracts and Quarterly Work plans for FY 2022-2023.
- vi. Attend and participate in all Education and Sports sector policy meetings, reviews, and workshops.
- vii. Prepare and submit the Results Oriented Management (ROM) Report and the ESC Contribution to the Education and Sports Sector Annual Performance Report (ESSAPR) to Ministry of Education and Sports.
- viii. Strengthen the Monitoring and Evaluation function of the Commission.

- ix. Monitor the adoption of the Education Service Commission Regulations, 2012 and the Teachers' Professional Code of Conduct, 2012 with a view of identifying challenges that are expected to form basis for a mid- term review of the Code of Conduct.



The Staff of the Commission receiving application forms from Candidates



The Staff of the Commission receiving application forms from Candidates

PERFORMANCE OF THE COMMISSION FOR FY 2022-2023

2.1 PHYSICAL PERFORMANCE FINANCIAL YEAR 2022-2023.

The Commission's performance this year was hinged on many factors for example availability of funds, performance of other stakeholders a case in point Ministry of education and Sports on the output of disciplinary cases, policies, and regulations like the ban on recruitment exercise pending verification exercise of payroll by the Auditor General among other factors. The Highlights of the Commission performance is showed in the graph and table below.

Table 1: Summary of Physical Performance for Financial Year 2022-2023.

Output	Set Target	Actual Performance			% Performance
		Male	Female	Total	
Appointment	3,000	617	444	1,061	35.4
Confirmation	3,000	2,165	1,011	3,176	105.9
Validation (Verification of appointments)	4,000	N/A	N/A	3,020	75.5
Re-designation	50	12	9	21	42
Regularization	50	40	21	61	122
Disciplinary Cases	50	11	0	11	22
Retirement on medical grounds	50	1	1	2	4
Study Leave cases	50	17	10	27	54
Recommendation for suitability interviews	200	117	87	199	99.5
District/ City Support Commission enhanced and supported	146 Districts and Cities	30 District Service Commissions and 3 City Service Commissions			22.6

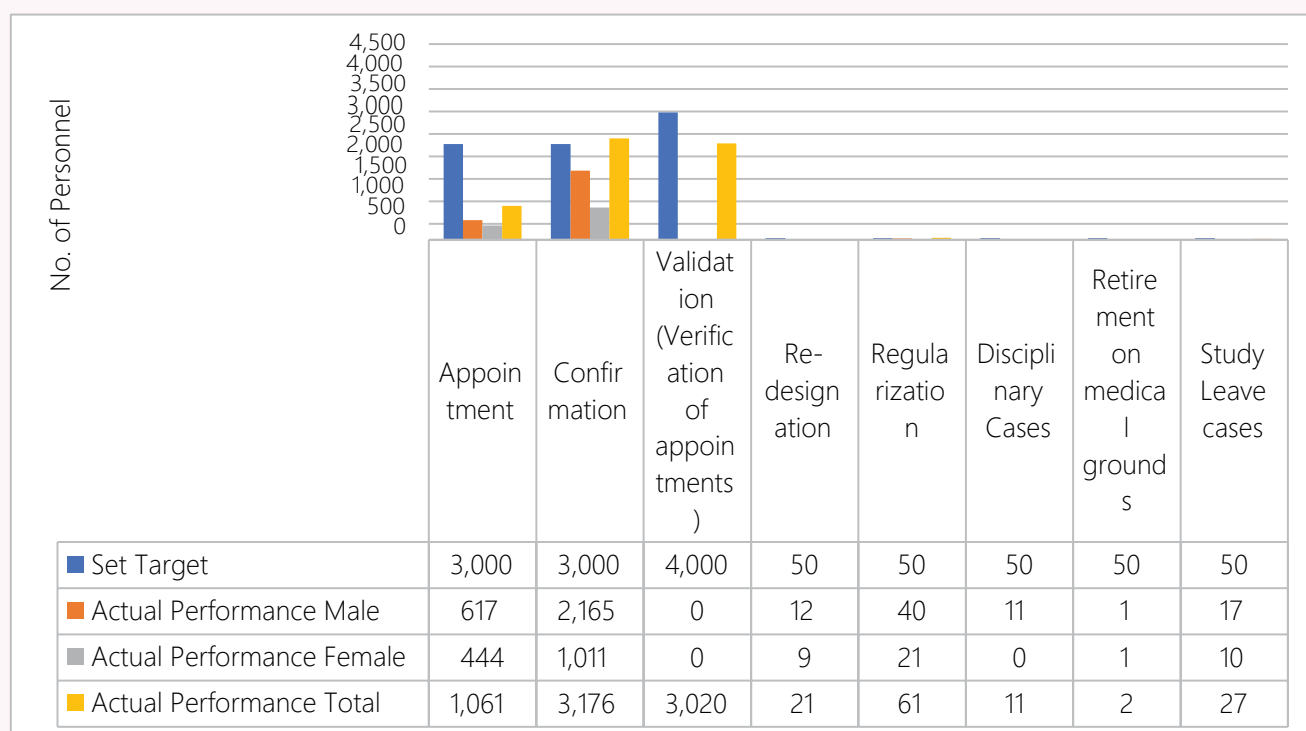
As seen in the table above,

- The Commission appointed 1,061 personnel into service, of this 617 were male and 444 were female, against the target of 3,000 personnel. This represented a performance of 35.4%. All these appointments were made on a replacement basis and some grant aided schools cleared by the Ministry of Education and sports. The Commission did not achieve its appointment target because there was a ban on recruitment exercise pending verification exercise of payroll by the Auditor General.
- The Commission confirmed 3,176 personnel into service, of this 2,165 were male and 1,011 were female against a target of 3,000 personnel. This was over and above the set target

of 3,000 personnel. It should be noted that confirmation depends on submission from the Ministry of Education and Sports.

- c) The Commission also carried out support supervision to District/City Service Commission, this included 30 District Service Commissions and 3 City Service Commissions to maintain National Standards in Education. The performance was affected by the unavailability of funds.
- d) The Commission disseminated the Validation report 2022 to the sub-regions of Teso, Lango and Acholi.
- e) The Commission verified the authenticity of appointment documents of 3,020 personnel from all districts across the country. This was done to avoid fraudulent entry of newly appointed personnel into service.

Graph 1: Physical Performance for Financial Year 2022-2023.



2.2 FINANCIAL PERFORMANCE FINANCIAL YEAR 2022-2023.

The Commission's approved budget improved from 9.419Bn in FY2019/20, 9.378Bn in FY 2020/21 and 12.918Bn in FY 2021/22 to 14.648 in FY 2022/23 which is equally reflected in the improvement in physical performance.

Table 2: Summary of Financial Performance for Financial Year 2022-2023.

Category	Item	FY 2022-2023 Approved Budget 'Bn'	FY 2022-2023 Released 'Bn'	FY 2022-2023 Spent 'Bn'	Percentage spent FY 2022-2023	Variations 'Bn'
Re-current	Wage	2.892	2.884	2.404	83.4	0.480
	Non-wage	6.690	6.690	6.666	99.6	0.024
Development	GOU	5.053	4.053	4.053	100	0.000
	Arrears	0.013	0.013	0.013	100	0.000
	Total	14.648	13.640	13.136	96.3	0.504

The table above indicates that;

- a) The Commission's approved budget was 14.648Bn of which 2.892Bn was wage, 6.690Bn was non-wage, 5.053Bn was development budget and 0.013 was meant for payment of arrears. Out of the released budget, the Commission spent 13.640Bn showing a performance level of 96.3%.
- b) Under Recurrent Expenditure, the unspent funds were meant for the wage for 05 vacant positions within the secretariat. The vacant positions are Senior Policy Analyst, Senior Internal Auditor, Office Typist, Telephone Operator and 02 Drivers.
- c) The Development fund was not fully released. During the FY under review, 4.053Bn of 5.05Bn was released. It was less by 1Bn.
- d) The Arrears, all the funds which were allocated to the Commission to clear arrears was spent to 100%.



The Staff of the Commission receiving application forms from Candidates

DETAILS OF APPOINTED PERSONNEL INTO EDUCATION SERVICE FOR VARIOUS DEPARTMENT DURING FINANCIAL YEAR 2022-2023.

The Commission is mandated to recruit personnel for various departments as indicated in the table below. This is an enabling factors for the achievement of the set Human Capital Programme objective of producing appropriate knowledgeable, skilled, and ethical labour force (with strong emphasis on science and technology, TVET and Sports) among other factors. The availability of appropriate and adequate human capital facilitates increase in production, productivity and technological growth.

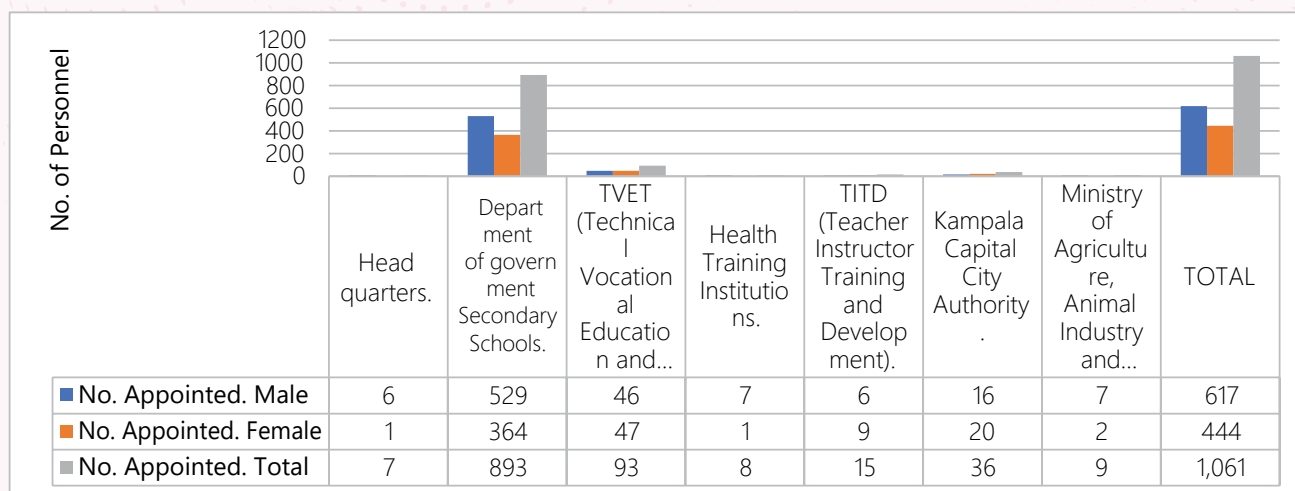
Table 3. Summary of appointment for Financial Year 2022-2023.

S/N	Department/Institutions	No. Appointed.		
		Male	Female	Total
1	Headquarters.	6	1	7
2	Department of government Secondary Schools.	529	364	893
3	TVET (Technical Vocational Education and Training).	46	47	93
4	Health Training Institutions.	7	1	8
5	TITD (Teacher Instructor Training and Development). (Verify)	6	9	15
6	Kampala Capital City Authority.	16	20	36
7	Ministry of Agriculture, Animal Industry and Fisheries.	7	2	9
	TOTAL	617	444	1,061
	Percentage	58	42	100

Source; Full Commission Minutes.

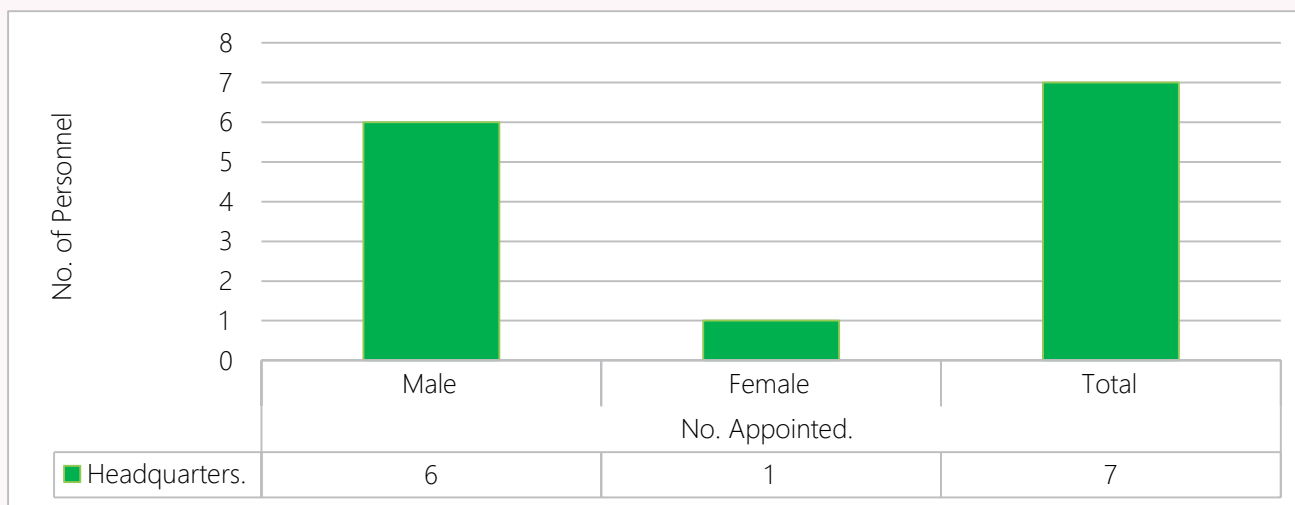
The table above shows that,

The Commission appointed 1,061 personnel into the Education Service. Out of the personnel appointed, 617 were male and 444 were female representing a percentage of 58% and 42% respectively. All these appointments were against a set target of 3,000 personnel for the financial year 2022-2023. Hence representing an overall positive performance of 35.4%.

Graph 2: Summary of appointment for Financial Year 2022-2023.

3.1 DETAILS OF PERSONNEL APPOINTED FOR MINISTRY OF EDUCATION AND SPORTS HEADQUARTERS.

The Commission appointed 07 Personnel for the Ministry of Education and Sports Headquarters. Out of the 07 Personnel, 06 were male while 01 was female. This is shown in the table below.

Graph 3: Appointment for Ministry of Education and Sports Headquarters.

Source: Full Commission Minutes

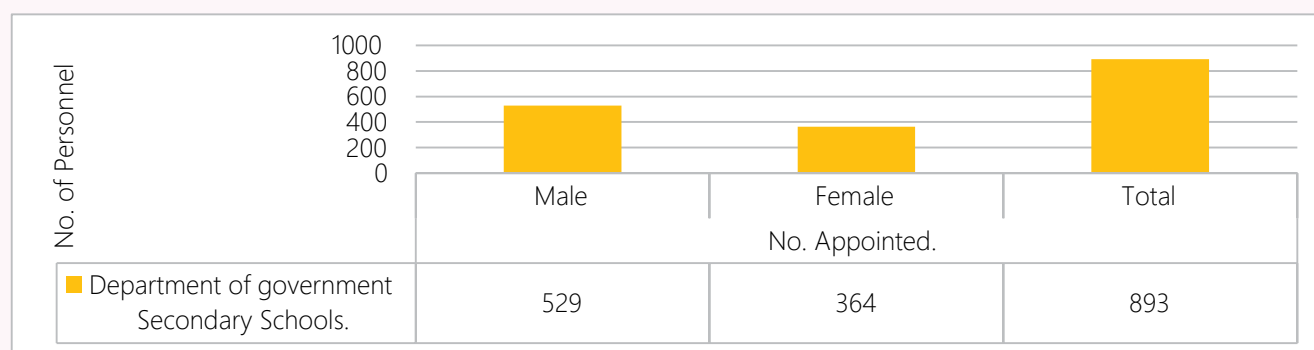
Table 5: Summary statistics for various applicants under Ministry of Education and Sports Headquarters.

Title	Number	Male	Female
		No.	No.
Dept of Technical, Trainer, Training, Research, and Innovation.			
Assistant Commissioner, TVET Operating Procedures and Standards	1	-	1
Principal, TVET Officer/Operating Procedures, and standards,	1	1	
Principal, Vocational training Institute	1	1	-
Principal TVET Officer, Research &Innovation	1	1	-
Assistant Commissioner, Research, and Innovation,	1	1	-
Senior Education Planner	1	1	-
Dept of Education Planning			
Senior Education Planner	1	1	-
Total	7	6	1

Source: Full Commission Minutes

3.2 DETAILS OF PERSONNEL APPOINTED FOR SECONDARY SCHOOLS/SECONDARY DEPARTMENT UNDER THE MINISTRY OF EDUCATION AND SPORTS.

The Commission appointed 893 personnel for government secondary department during the financial year under review. Out of these, 529 were male and 364 were female. The appointments were made for both promotional levels and new entrants into the service. The details are shown below.

Graph 4. Appointment made for Secondary department under Ministry of Education and Sports.**Table 7: Various categories under government secondary department.**

Title	Number	Male	Female
		No.	No.
Head Teacher	10	8	2
Deputy Head Teacher	31	20	11
Education Officer	38	30	8
Assistant Education Officer	3	2	1
Stenographer Secretary	1	-	1
Enrolled Nurse	4	2	2
Library Assistant	4	1	3
Office Attendant	1	-	1
Total	92	63	29

Table 8: Appointment of Staff for Seed Schools.

Title	Number	Male	Female
		No.	No.
KARANGURA SEED S.S KABAROLE DISTRICT			
Education Officer	10	6	4
Assistant Education Officer	6	5	1
Senior Assistant Accountant	1	1	-
Stenographer Secretary	1	-	1
Library Assistant	1	-	1
Enrolled Nurse	1	-	1
Laboratory Assistant	1	1	-
KAYORO SEED S.S BUSIA DISTRICT			
Education Officer	1	1	-
NYANGOMA SEED S.S KYOTERA DISTRICT			
Education Officer	1	1	-
Assistant Education Officer	1	-	1
PANYANGARA SEED S. S			
Deputy Head Teacher	1	1	-
Total	25	16	9

Table 9: Appointment of personnel for Buvuma District Local Government

Title	Area of Specialty	Number	Male	Female
			No.	No.
BUVUMA COLLEGE				
Head Teacher		1	1	-
Deputy Head Teacher		1	-	1
Education Officer, Scale U4	Geography	1	-	1
Education Officer, Scale U4	Mathematics	1	1	-
Education Officer, Scale U4	English	2	2	-
NAIRAMBI SEED S. S				
Education Officer	History	1	-	1
Education Officer	Economics	1	1	-
Education Officer	Biology	1	-	1
Total		9	5	4

Table 10: Appointment of Education Officers on replacement for various subjects.

Title	Subject of Specialty	Number	Male	Female
			No.	No.
Education Officer	Economics/ Ent	144	86	58
Assistant Education Officer	Economics/ Ent	7	7	-
Education Officer	Geography	74	50	24
Assistant Education Officer	Geography	78	49	29
Education Officer	Fine Art	74	60	14

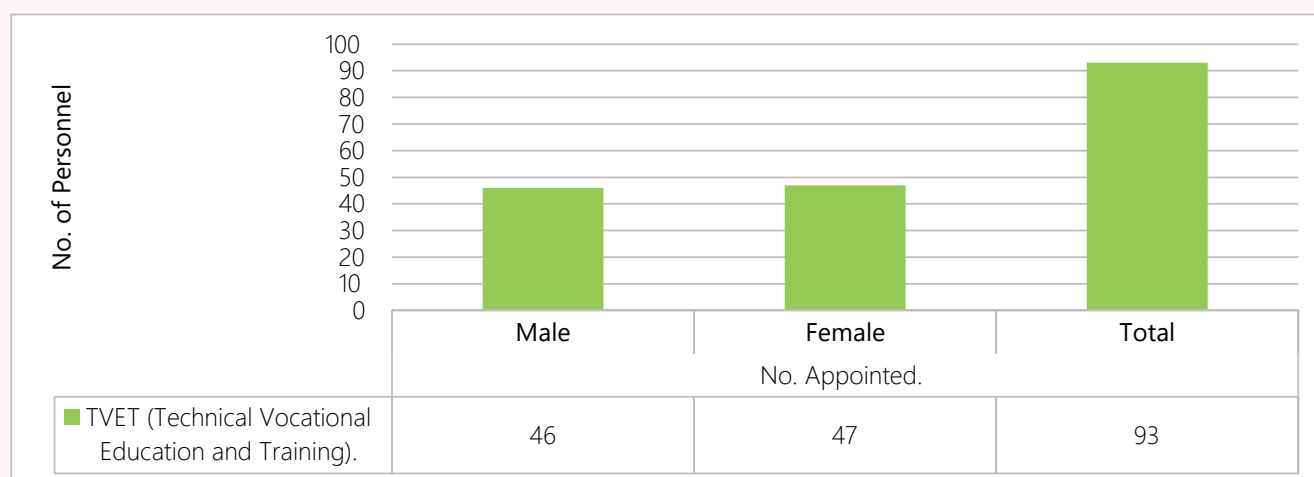
Title	Subject of Specialty	Number	Male	Female
			No.	No.
Assistant Education Officer	Fine Art	16	13	3
Education Officer	History/ Political Education	66	35	31
Assistant Education Officer	History/ Political Education	30	23	7
Education Officer	CRE	86	35	51
Assistant Education Officer	CRE	2	1	1
Senior Assistant Accountant	NA	53	28	25
Enrolled Nurse	NA	116	44	72
Education Officer	Mathematics	1	1	-
Education Officer	Physics	2	-	2
Education Officer	Chemistry	2	2	-
Education Officer	Agriculture	3	3	-
Education Officer	ICT	2	2	-
Education Officer	English	6	1	5
Assistant Education Officer	Business Education	5	5	-
Total		767	445	322

Source: FCM Minutes

3.3 DETAILS OF PERSONNEL APPOINTED FOR DIFFERENT INSTITUTIONS TECHNICAL, VOCATIONAL EDUCATION AND TRAINING. (TVET). UNDER MINISTRY OF EDUCATION AND SPORTS.

According to UNESCO (1984) Technical and vocational education and training (TVET) refers to “those aspects of the educational process involving, in addition to general education, the study of technologies and related sciences and the acquisition of practical skills, attitudes, understanding and knowledge relating to occupation in various sectors of economic life.

Graph 5: Appointment for TVET Departments.



Source: FCM Minutes

The Commission appointed 93 personnel for various institutions under the TVET department. This consisted of 46 male and 47 females across the various TVET institutions. The graph shows more female appointed than male which is not the cases with most outputs of the Commission.

Table 12 Various appointments for different TVET Institutions.

Title	Number	Male	Female
		No	No
NAMISINDWA TECHNICAL INSTITUTE			
Workshop Assistant, Electrical Installation	1	1	1
NGOGO TECHNICAL SCHOOL, RWAMPARA			
Workshop Assistant	2	1	1
Enrolled Nurse	1	-	1
Office Attendant	1	1	-
Driver	2	2	-
Kitchen Attendant	1	-	1
Askari	2	-	2
ABIM TECHNICAL INSTITUTE, NAPAK			
Enrolled Nurse	1	-	1
Askari	1	1	-
Waitress	1	-	1
Kitchen Attendant	1	-	1
NALWIRE TECHNICAL INSTITUTE, BUSIA			
Driver	1	1	-
Askari	2	2	-
Office attendant	1	1	-
NATIONAL INSTRUCTOR'S COLLEGE ABILONINO			
Office Attendant	1	-	1
Waitress	2	-	2
Kitchen Attendant	4	3	1
Office Attendant	3	1	2
Driver	2	2	-
Askari	1	1	-
LUMINO COMMUNITY POLYTECHNIC			
Askari	1	-	1
Kitchen Attendant	1	1	-
NGUGO TECHNICAL SCHOOL, MBARARA			
Assistant Inventory Management Officer	1	-	1
MOROTO TECHNICAL INSTITUTE			
Assistant Inventory Management Officer	1	1	-
Kitchen Attendant	1	-	1
Driver	1	1	-
Waitress	1	-	1
NAKAWA VOCATIONAL TRAINING COLLEGE			
Catering Officer	1	-	1
Accountant	1	1	-
Office Typist	1	-	1
KALUNGU TECHNICAL INSTITUTE			
Deputy Principal	1	1	-
Total	43	22	21

Table 13: Appointment of Staff for the Institute of Survey and Land Management.

Title	Number	Male	Female
		No.	No.
Principal	1	1	-
Lecturer, Physical Planning	1	1	-
Lecturer, ICT	1	1	-
ICT Technician	1	1	-
Askari	3	3	-
Office Attendant	6	4	2
Kitchen Attendant	1	-	1
Total	14	11	3

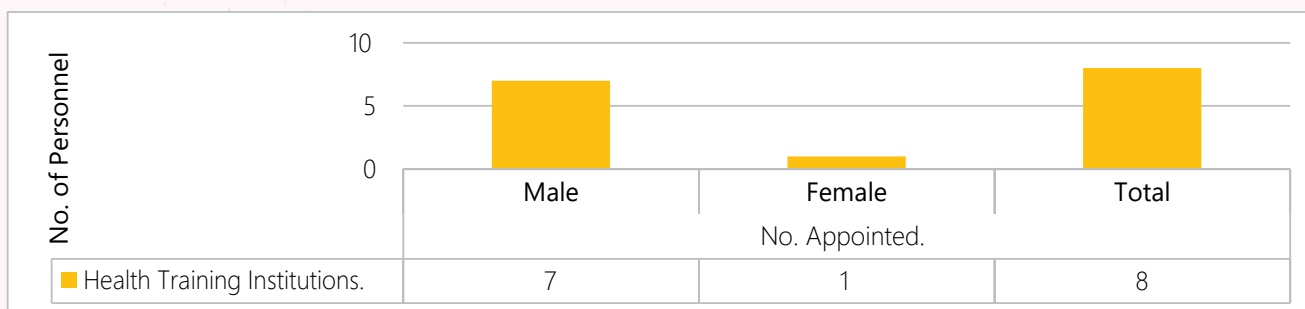
Table 14: Appointment of Staff for Nsamizi Training Institute of Social Development.

Title	Area of Specialty	Number	Male	Female
			No.	No.
Principal Lecturer	Social Work	1	1	-
Principal Lecturer	Human Resource	1	-	1
Principal Lecturer	Development Studies	1	-	1
Academic Registrar		1	1	-
Senior Lecturer	Social Work	1	-	1
Senior Lecturer	ICT	1	-	1
Assistant Academic Registrar		1	-	1
Lecturer	Community Psychology	1	-	1
Lecturer	Public Administration	1	-	1
Lecturer	Communication	1	-	1
Lecturer	Accounting and Finance	1	-	1
Lecturer	Public Administration & Sign Language	1	-	1
Lecturer	Development Studies	3	2	1
Lecturer	Public Administration	1	1	-
Lecturer	ICT	1	1	-
Lecturer	Social Work	2	1	1
Lecturer	Human Resource Management	1	1	-
Nursing Officer		1	-	1
Warden		1	-	1
Assistant Librarian		2		2
Accountant		1	1	-
Welfare Officer		1	1	-
Procurement Officer		1	-	1
Catering Officer		1	-	1
Clinical Officer		1	-	1
Sports Officer		1	-	1
Senior Assistant Accountant,		1	1	-
Office Attendant		3	-	3
Askari		1	1	-
Kitchen Attendant		1	1	-
Total		36	13	23

3.4 DETAILS OF PERSONNEL APPOINTED FOR HEALTH TRAINING INSTITUTIONS UNDER MINISTRY OF EDUCATION AND SPORTS.

The Commission works to enable Ministry of Education and Sports ensure provision of access to relevant and quality Health education and training to persons interested and fit for health professional training. It is also with the aim of enabling the Ministry to enhance efficiency and effectiveness of educational service delivery at HET education and training institutions.

Graph 6: Appointments for Health Training Institutions.



Source; FCM Minutes

The graph above shows that the Commission appointed 8 personnel for Health Training Institutions during the financial year under review. Out of these, 7 were male and 1 were female this represented a percentage of 87.5% and 12.5% respectively.

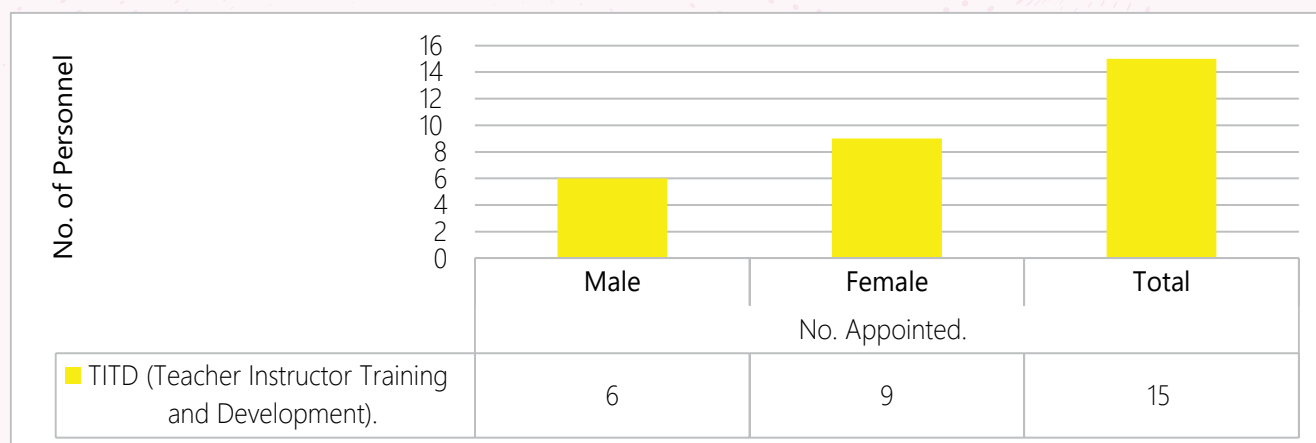
Table 16: Appointments for various Health Training Institutions under Ministry of Education and Sports.

Title	Number	Male	Female
		No	No
HEALTH TUTOR’S COLLEGE			
Accountant	1	1	-
MBALE SCHOOL OF HYGIENE			
Kitchen Attendant	3	2	1
Askari, Scale U8	1	1	-
MBALE COLLEGE OF HEALTH SCIENCES			
Driver	2	2	-
Kitchen Attendant	1	1	-
Total	8	7	1

Source; FCM Minutes

3.5 DETAILS OF APPOINTMENT FOR TEACHER INSTRUCTOR, TRAINING AND DEVELOPMENT (TITD) UNDER MINISTRY OF EDUCATION AND SPORTS.

The Commission performs this function to enable the Ministry of Education and Sports achieve its objective of "to make teacher/tutor, instructor education & training responsive to the needs of the education sector by ensuring that Teachers/Tutors and Instructors are available in adequate numbers and of the right caliber and quality". This facilitates to enable Ugandan children, youth and adults receive quality education and lifelong skills which are relevant and responsive to the labor market demand.

Graph 7: Appointment for TITD department.

Source; FCM Minutes

The graph above shows that during the financial year under review, the Commission appointed 15 personnel for Teacher Instructor, Training and Development department. Out of this, 6 were male and 9 were female, this represents a percentage of 40% and 60% respectively and shows female being more than male. This appointment was made for various institutions as shown in the tables below.

APPOINTMENT FOR VARIOUS TITD INSTITUTIONS.

Table 18: Appointment of Staff for Primary Teachers Colleges.

Title	Number	Male	Female
		No.	No.
Principal	5	-	5
Deputy Principal	1	1	-
Graduate Tutor	1	-	1
Total	7	1	6

Table 19: APPOINTMENT OF STAFF FOR NATIONAL TEACHERS COLLEGES (NTC)

Title	Number	Male	Female
		No.	No.
NTC KALIRO			
Lecturer	3	1	2
Education Officer	2	2	
NTC MUNI			
Procurement Officer	1	-	1
NTC KABALE			
Education Officer	1	1	
NTC MUBENDE			
Accountant	1	1	-
Total	8	5	3

Source; FCM Minutes

3.6 DETAILS OF APPOINTMENT FOR KAMPALA CAPITAL CITY AUTHORITY

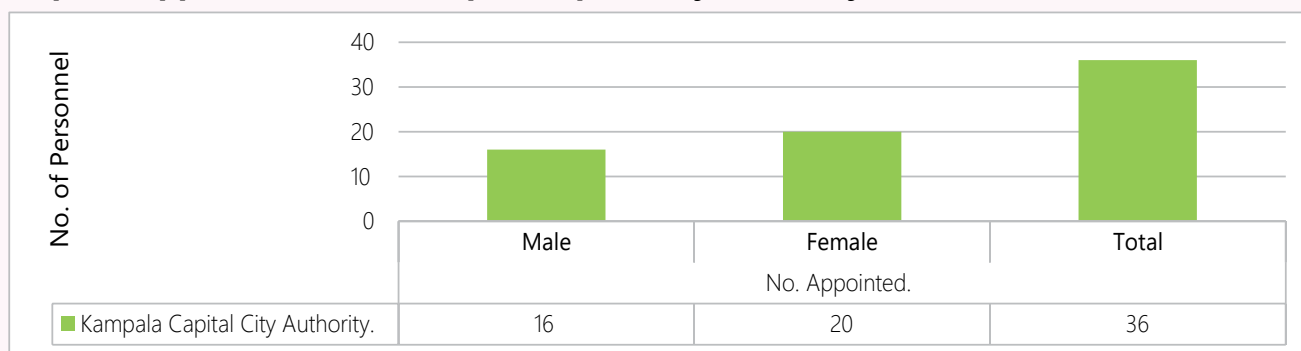
The Commission's mandate has expanded to include Education Service Personnel under Kampala Capital City Authority. The performance or details of these appointments under KCCA highlighted in the table and a graphical expression below.

Table 20; Appointment for Kampala Capital City Authority.

Department/Institutions	No. Appointed.		
	Male	Female	Total
Kampala Capital City Authority.	16	20	36

Source; FCM Minutes

Graph 8; Appointment for Kampala Capital City Authority.



During the financial year under review, the Commission appointed 36 personnel for Kampala Capital City Authority, of these 16 were male while 20 were female representing a percentage of 44% and 56% respectively. It is clearly seen that female candidates qualified more than male.

Table 21; Appointments for various positions under Kampala Capital City Authority.

Title	Number	Male	Female
		No.	No.
Head Teachers (Primary)	18	6	12
Deputy Head Teachers	14	6	8
Appointment of Supervisor, Education Services	1	1	-
Appointment of Officer, Education Services	3	3	-
Total	36	16	20

Source; FCM Minutes

3.7 DETAIL OF APPOINTMENT OF PERSONNEL UNDER MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY AND FISHERIES

The Commission appointed 9 personnel for the Ministry of Agriculture, Animal Industry and Fisheries for Bukalasa Agricultural College and Fisheries Training Institute Entebbe. Out of these 7 were male and 2 were female for various positions as indicated below.

Table 22: Appointment under Ministry of Agriculture, Animal Industry and Fisheries

Department/Institutions	No. Appointed.		
	Male	Female	Total
Ministry of Agriculture, Animal Industry and Fisheries	7	2	9

Source; FCM Minutes

Graph 9: Appointment of personnel under Ministry of Agriculture, Animal Industry and Fisheries.**Table 23: Appointment of Staff for Bukalasa Agricultural College.**

Title	Number	Male	Female
		No.	No.
Principal Lecturer	1	1	-
Senior Lecturer	3	2	1
Lecturer	2	1	1
Assistant Warden	1	1	
Total	7	5	2

Table 24: Appointment of Staff for Fisheries Training Institute, Entebbe.

Title	Number	Male	Female
		No.	No.
Senior Lecturer	1	1	-
Assistant Lecturer	1	1	-
Total	2	2	-

Source; FCM Minutes

PROCUREMENT OF NEW EQUIPMENT FOR EDUCATION SERVICE COMMISSION

During the year under review, the Commission procured and installed.

- i. 25 Desktops Computers procured.
- ii. 19 Laptops procured.
- iii. 16 Printers (10 Black and white and 6 Colored) procured.
- iv. 01 with 55 VOIP Phones PABX Communication System procured.
- v. 02 Air Conditioners procured.
- vi. 02 stabilizers procured.
- vii. 01 smart Television (65 Inch) procured.
- viii. 01 projector with motorized Screen Procured.
- ix. 37 UPS procured.
- x. 01 Heavy duty UPS procured.
- xi. 150 Set of furniture and fittings procured.
- xii. 04 (48 ports) Network Switches procured.
- xiii. 01 Baudcom Converter for SIP E1 Line procured.
- xiv. 01 with 10 Delegate units, 10 Microphones, 2 Speakers, 2 Wireless Microphones and 2 Amplifiers Audio Visual (AV) Communication System procured.
- xv. 20 Computer Mice procured.
- xvi. 18 Extension Cables procured.
- xvii. Consultancy Services for the Construction of Office Space phase one was contracted by the Commission.

FINANCIAL PERFORMANCE OF THE COMMISSION IN FY 2022-2023

5.1 APPROVED BUDGET IN FY 2022-2023

The total approved budget in FY 2022-2023 was 14.648 Bn. Whereby 2.892 Bn was for wage; 6.690 Bn for non- wage recurrent; 5.053 Bn for Development Budget and Arrears was 0.013Bn.

Table 25; Approved Budget in FY 2021-2022 Vs FY 2022-2023

Category	Item	FY 2021-2022	FY 2022-2023
Recurrent	Wage	2.869	2.892
	Non-wage	6.357	6.690
Development	GOU	3.692	5.053
	Arrears	0	0.013
	Total	12.918	14.648

During the period under review as indicated in table above, the Commission Budget increased from 12.918 Bn to 14.648 Bn representing an increase by 1.73Bn.

5.2 EXPENDITURE IN FY 2022-2023

Out of the total budget UGX. 14.648 Bn in FY 2022-2023, the Commission received 13.640Bn indicating a performance release of 93.2%. Out of the releases, the Commission spent 13.136Bn indicating the percentage performance of 96.3%. The expenditure is indicated below.

Table 26; Expenditure in FY 2021-2022 and FY 2022-2023 in UGX. Billion

Category	Item	FY 2021-2022	FY 2022-2023
Recurrent	Wage	2.475	2.404
	Non-wage	14.628	6.666
Development	GOU	0.500	4.053
	Arrears	0.000	0.013
	Total	17.598	13.136

Table 27; The Commission's MTEF Projection: FY 2022-2023-FY2023/24

Category	Item	FY 2022-23 Approved Budget	FY 2023-24 Approved Budget
Recurrent	Wage	2.884	2.892
	Non-wage	6.509	6.585
Development	GOU	5.053	2.436
	Arrears	0.013	0.039
	Total	14.459	11.951

OTHER DECISIONS OF COMMISSION IN FY 2022-2023.

The Commission also undertook various activities and decisions on, among others, study leave, retirement on medical grounds, disciplinary cases regularization and rescinding of re-designated minutes. All these decisions were handled according to submissions from the MDA's that work with the Commission.

Table 28; The various decisions taken by the Commission during the Financial year 2022-2023.

No.	Action	Total	Male	Female
1.	Regularization	61	40	21
2.	Re- Designation	21	12	9
3.	Re- instatement into Service	2	2	-
4.	Dismissal from Education Service	2	2	-
5.	Abandonment of Duty	7	7	-
6.	Study Leave	27	17	10
7.	Noting and Lifting of Interdiction	8	8	-
8.	Disciplinary Cases	6	5	1
9.	Retirement on Medical Grounds	8	6	2
10.	Confirmation	3,176	2,078	989

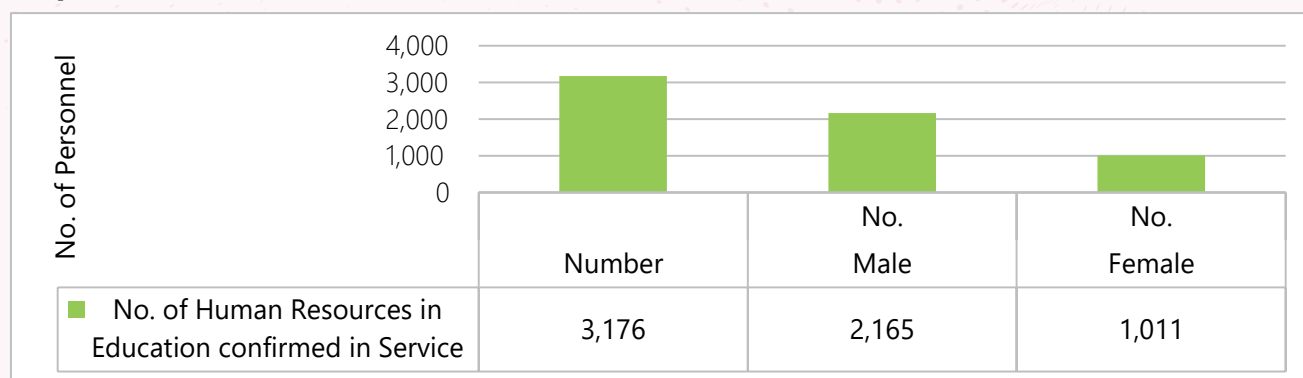
6.1 CONFIRMATION OF PERSONNEL INTO SERVICE.

The Commission confirmed 3,176 personnel into service against the set target which was 3,000 personnel. This shows a percentage performance of 105.9%.

Confirmations of appointment depend on submissions from the respective Ministries, Departments and Agencies under the jurisdiction of the Commission. All the submissions made to the Commission were handled as planned. Of these numbers confirmed, 2,165 were male representing a percentage of 65.4% while 1,011 were female representing a percentage of 34.6%.

Table 29: The confirmation of personnel into service

Title	Number	Male	Female
		No.	No.
No. of Human Resources in Education confirmed in Service	3,176	2,165	1,011
Total	3,176	2,165	1,011

Graph 10: Personnel Confirmed into Service

Source: FCM Minutes.

6.2 REGULARIZE APPOINTMENTS OF PERSONNEL INTO THE SERVICE.

The commission regularized appointments of sixty-one (61) personnel out of the target of fifty (50) personnel. Out of these forty (40) were male and twenty-one (21) were female. This resulted in a performance level of 122%.

6.3 GRANT STUDY LEAVE TO PERSONNEL.

The commission granted twenty-seven (27) personnel study leave (17 male, 10 female); This was against the target of 50 personnel set for the financial year under review. This represented a performance percentage of 54%. All what was submitted was handled.

6.4 RECOMMENDATION FOR SUITABILITY INTERVIEWS.

The Commission approved 199 personnel recommended for suitability interviews to fill gaps for various departments under the Ministry of Education and Sports. Out of these, 112 were male representing 56% and 87 were female representing 44%.

6.5 DISCIPLINARY CASES.

The Commission handled 11 disciplinary cases, all the 11 were male against the target of 50 personnel. This represents a percentage performance of 22%. The reduction in disciplinary cases shows an improvement in the ethics of personnel in service.

6.6 MAINTAINING AND UPDATING ELECTRONIC DATABANK FOR TEACHING PERSONNEL IN THE EDUCATION SERVICE.

During the period under review the Commission uploaded eleven (11) Minutes of the Full Commission Meetings to the EDMS. Upgrading of the database also continued throughout the year.

6.7 RETIREMENT ON MEDICAL GROUNDS AND TERMINATION OF PERSONNEL FROM EDUCATION SERVICE.

The Commission retired 02 personnel from service on medical ground, 01 male, 01 female and terminated 04 personnel from service on different grounds, 01 male and 03 female. This was done to improve efficiency in service.

6.8 SUPPORT SUPERVISION TO DISTRICT SERVICE COMMISSION AND CITY SERVICE COMMISSION.

The Commission carried out support supervision in 03 sub-regions of Teso, Lango and Acholi involving 30 District Service Commissions and 03 City Service Commissions. This was done to maintain national Standard in management of Education Service Personnel.

6.9 E-GOVERNANCE DIGITAL STRATEGY.

During the Financial year under review. The Commission adopted digital transformation for efficient performance of its mandate. A number of initiatives have been taken to this effect, including developing a website, setting up a Local area network (LAN) acquisition of an e-Recruitment system, adoption of the Electronic Government Procurement (EGP), Integrated Finance Management System (IFMS) and the Human Capital management System (HCM). However, despite the strides to digitize the processes and activities of the Commission, there are challenges that have hindered the full adoption of Information & Communication Technology (ICT) including the full deployment and rollout of the e-recruitment system. To address this, a gap analysis and needs assessment was carried out to ascertain the status of ICT uptake in the Commission and identify the gaps and pave the way forward for full adoption of digital technologies in Education Service Commission.



The Staff of the Commission receiving application forms from Candidates

PERFORMANCE OF THE COMMISSION'S CROSS CUTTING ISSUES

7.1 HIV/AIDS AND OTHER RELATED ILLNESS.

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

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

7.2 GENDER AND EQUITY.

The Commission during the financial year under review carried out the activities with consideration given in terms of gender distributions and regional balance. The Commission undertook the activities in various regional centers across the Country and special considerations were also given to people with special needs.

7.3 ENVIRONMENT.

The Integration of ICT facilities have been used at the Commission during the financial year under review. The Commission minimized the use of stationary in order to protect the environment. Staff emails were created for all staff and information shared through the during the financial year under review.

7.4 CoVID-19

The Commission continues to observe the Standard Operating Procedures to curb the spread of Covid-19 during the financial year under review. The Commission maintained the distribution of sanitizers in all offices and hand washing facilities have been installed at the Commission's reception.

STAFF MATTERS

The staff establishment for FY 2022-2023 stood at 76 personnel. However, by the end of the Financial Year some posts within the secretariat fell vacant due to routine retirement and the Commission has written to the relevant Ministry, Department and Agency for these positions to be filled.

8.1 STAFF ESTABLISHMENT

Table 30: Members and Staff of the Education Service Commission as of 30th June 2023.

S.No.	Name	Designation	Scale
1.	Rev. Prof. Dr. Luboga Samuel Abimerech	Chairperson ESC	S.O
2.	Kajubiri Violet Froelich (Dr.)	Deputy Chairperson	S.O
3.	Gabona K. M. Elizabeth (Mrs.)	Deputy Chairperson	S.O
4.	Malinga Johnson	Member	S.O
5.	Rose Kaboogoza-Musoke Izizinga (Mrs.)	Member	S.O
6.	Byakutaga Beatrice (Dr)	Member	S.O
7.	Opolot Jacob Richards	Member	S. O
8.	Dr. Asuman Lukwago	Secretary	U1SE
9.	Nantongo Sophia	Under Secretary	U1E
10.	Kaaya Mohammed Hassim	Commissioner, Education Services	U1E
11.	Abele Florence Anguzu	Assistant Commissioner, Education Services	U1
12.	Namagga Dorothy	Assistant Commissioner, Human Resource Management	U1
13.	Munyambabazi Adrian	Principal Assistant Secretary	U2
14.	Tulisanyuka Esther	Principal Policy Analyst	U2
15.	Mukyala Lilian Bukenya	Principal Information Scientist	U2
16.	Kikulwe Gracia Grace	Principal Human Resource Officer	U2
17.	Olive Kakai	Principal Human Resource Officer	U2
18.	Nandudu Norah	Principal Human Resource Officer	U2
19.	Kizza Mariam	Principal Accountant	U2
20.	Kiyingi Janet Masembe	Principal Personnel Secretary	U2
21.	Ekol Geoffrey Sammy	Senior Information Scientist	U3
22.	Kiyuba Agnes Mbeiza	Senior Personal Secretary	U3
23.	Nanbukwasi Sandrah	Senior Personal Secretary	U3
24.	Athieno Alice Odongo	Senior Records Officer	U3

S.No.	Name	Designation	Scale
25.	Tamwesaliza Joy	Senior Human Resource Officer	U3
	Nakiitto Madina	Senor Procurement Officer	
26.	Turyahabwe Joseph	Senior Human Resource Officer	U3
27.	Oyirwoth Edmond	Economist	U4
28.	Nabakooza Edith	Records Officer	U4
29.	Kisakye Josephine	Records Officer	U4
30.	Lubanga Amir	Internal Auditor	U4
31.	Buule Geoffrey Mbabazi	Procurement Officer	U4
32.	Kyamurabi Esther	Personal Secretary	U4
33.	Tumwekwase Monic	Personal Secretary	U4
34.	Lubega Denis	Systems Administrator	U4
35.	Ssenoga Fred	Human Resource Officer	U4
36.	Muguwa Fred Weira	Human Resource Officer	U4
37.	Alinda Ronald	Human Resource Officer	U4
38.	Nandudu Aziza	Assistant Secretary	U4
39.	Rusiimwa Alice	Accountant	U5
40.	Tayebwa Justus	Senior Accounts Assistant	U5
41.	Kyowa Susan	Assistant Records Officer	U5
42.	Mirembe Elizabeth Tundu	Assistant Records Officer	U5
	Olinga Samuel	Assistant Records Officer	U5
43.	Akiteng Patricia Majuma	Stenographer Secretary	U5
44.	Akankwasa Evas	Stenographer Secretary	U5
45.	Bukirwa Josephine	Assistant Inventory Management Officer	U5
46.	Tayebwa Justus	Accounts Assistant	U6
47.	Babirye Maria	Accounts Assistant	U6
48.	Kuule Herman	Office Supervisor	U6
49.	Namagembe Winnie	Records Assistant	U7
50.	Asiimwe Apollo Bright	Records Assistant	U7
51.	Muhereza Alex	Records Assistant	U7
52.	Hamza Maimuna	Receptionist	U7
53.	Namirembe Primrose	Office Typist	U7
54.	Rwabogo Sylvia	Office Typist	U7
55.	Kahwa Edith	Office Attendant	U8
56.	Logose Joyce	Office Attendant	U8
57.	Mawaggali Vincent	Office Attendant	U8
58.	Nakigudde Lilian	Office Attendant	U8
59.	Kyoheirwe Justus	Office Attendant	U8
60.	Aruo Emmanuel	Office Attendant	U8
61.	Tumwesigye Collins	Office Attendant	U8

S.No.	Name	Designation	Scale
62.	Mugisha Kennedy	Driver	U8
63.	Olenga Cosco Franco	Driver	U8
64.	Masendi Haroun	Driver	U8
65.	Bomboka Peter	Driver	U8
66.	Kihika Orach Paul	Driver	U8
67.	Kiyega Richard Nsubuga	Driver	U8
68.	Kyalingoza Joseph	Driver	U8
69.	Buyego Hassan	Driver	U8
70.	Matsiko Obed	Driver	U8
71.	Kityo Ronald	Driver	U8
72.	Musamya Kato Sam	Driver	U8
73.	Isale David	Driver	U8
74.	Waibi Edward	Driver	U8
75.	Susani Kabagambe	Driver	U8
76.	Katumba Robert Kyakonye	Driver	U8
77.	Okelo Isaac	Driver	U8

8.2 STAFF TRAINING AND DEVELOPMENT

During FY 2022-2023, the Commission sponsored staff to undergo appropriate training, based on the departmental and individual needs in line with the available resources. The cadres indicated in table below were supported by the Commission for training in various courses, as a capacity building strategy.

Table 31: Staff Training and Development

S. No.	Name	Designation	Course	Institution
1.	Nandudu Norah	Principal Human Resource Officer	Master of Management Studies	UMI
2.	Oyirwoth Edmond	Economist	Master of Policy Development and Analysis	UMI
3.	Tayebwa Justus	Accountant Assistant	Bachelor of Business Administration (Accounting)	Nkumba University
4.	Babirye Maria	Accountant Assistant	Bachelor of Business Administration (Accounting)	Nkumba University
5.	Kyowa Susan	Assistant Records Officer	Bachelor of Information Systems Technology	Makerere University
6.	Kisakye Josephine	Records Officer	Masters of Records and Archives	Makerere University
7.	Nandudu Aziza	Assistant Secretary	PGD Public Administration and Management	UMI

8.3 INSTITUTIONAL CAPACITY BUILDING AND TRAINING.

8.4 STAFF MOVEMENT

a) In - Coming

The following personnel were deployed to the Commission during FY 2022-2023

Table 32: The personnel who were deployed to the Commission.

S. No.	Name	Title	Reason
1.	Munyambabazi Adrian	Principal Assistant Secretary	Replacement due to retirement
2.	Nakitto Madina	Senior Procurement Officer	Transfer to Vacant position
3.	Olinga Samuel	Assistant Records Officer	Replacement due to retirement
4.	Muguwa Fred Weira	Human Resource Officer	Transfer on replacement
5.	Tulisanyuka Esther	Principal Policy Analyst	Replacement due to retirement
6.	Matsiko Obed	Driver	Absorbed due to abolition of Ministry of Science and Technology
7.	Okello Isaac	Driver	Absorbed due to abolition of Ministry of Science and Technology
8.	Aruo Emmanuel	Office Attendant	Absorbed due to abolition of Ministry of Science and Technology
9.	Tumwesigye Collins	Office Attendant	Absorbed due to abolition of Ministry of Science and Technology

b) Out - going.

The following personnel were posted away from the Commission during the FY 2022-2023

Table 33: The personnel who were posted away from the Commission.

S. No.	Name	Title	Reason
1.	Ssebuliba Micheal	Human Resource Officer	Transfer to Jinja Regional Referral Hospital

The following Officers retired from the Public Service, while at the Commission during the FY 2022-2023

Table 34: The Officers who retired from the Public Service, while at the Commission

S. No.	Name	Title	Reason
1.	Mabangi Sarah	Principal Policy Analyst	Mandatory Retirement
2.	Ocen Thomas	Principal Assistant Secretary	Mandatory Retirement
3.	Tamale Adrew	Senior Policy Analyst	Early Retirement

8.5 PARTICIPATION ON AFRICA PUBLIC SERVICE DAY.

The Commission participated in the 12th African Public Service Day held at Kololo Independence Ground and actively participated in various activities to commemorate the day including exhibition of the work of the Commission to the Public during the period under review.



The Staff of the Commission receiving application forms from Candidates



Candidates filling forms for submission of their applications.

CHALLENGES THE COMMISSION FACED DURING THE FY 2022-2023.

The commission faced the following challenges during the period under review.

- (i) Delay of submission of appointment on replacement basis.
- (ii) The ban on recruitment against the challenge of staffing gap.
- (iii) The office space is still limited and therefore affects some of the operations. (Specify activities)
The Commission also lacks storage facilities and capacity building conferences.
- (iv) Delayed issuance of appointment and posting instructions for personnel appointed in the previous year.

9.1 INITIATIVES UNDERTAKEN TO MITIGATE THE CHALLENGES BY THE COMMISSION IN FY 2022-23.

The Commission undertook specific initiatives that included among others: -

- (i) An inter-ministerial meeting was hosted by the Minister to handle the issues of the ban of recruitment.
- (ii) The issues of delayed submission on repla
- (iii) Engaging the Ministry of Education and Sports for more timely declaration of vacancies for Education Service Personnel.
- (iv) The Commission has been allocated one acre of land by the Ministry of Education and Sports for the Commission to build a home.
- (v) The Commission has also been allocated 3Bn by Ministry of Finance, Planning and Economic Development and funds was meant to kick start construction of the Commission's home this will alleviate the problem of limited office space, storage, and conference facilities.

PLANNED OUTPUTS AND ACTIVITIES FOR FY 2023-2024

The Commission plans to achieve the following outputs and activities indicated below during FY 2023-2024.

10.1 BUDGET OUTPUT: 320016 MANAGEMENT OF EDUCATION SERVICES.

During FY 2023-2024 and under this key output the Commission plans to:

- a) Appoint 3,500 personnel.
- b) Confirm 4,000 personnel.
- c) Validate 1,261 personnel.
- d) Regularize 25 appointments.
- e) Redesignate 25 appointments.
- f) Grant study leave to 20 personnel.
- g) Discipline 10 personnel.
- h) Dissemination of the validation report findings and Support supervision 60 Local Governments and Local Government Commissions.

10.2 BUDGET OUTPUT: 320002 RESEARCH AND POLICY MANAGEMENT

Under this key output the Commission will:

- a) Prepare and Submit 01 MPS, 01 BFP, 04 Quarterly Reports, 01 Annual report FY 2022-2023 & 01 ESSAPR & 04 M&E Quarterly Reports, 04 Audit Reports, Non-Wage 04 Audit Reports & 04 Management Letters prepared & submitted.
- b) Attend 15 sector review meetings. (Specify meetings)

10.3 BUDGET OUTPUT: 320031 SUPPORT TO ESC MANDATES AND FUNCTIONS

Under this key output the Commission will:

- a) Secure and pay Salaries, allowances, gratuity, and pension for 75 staffs and 50 pensioners.
- b) Train 04 staff.
- c) Prepare and submit 04 quarterly books of accounts, 12 monthly accounts report and 01 financial statement.
- d) Conduct 40 Meetings and 04 Workshops.

10.1 BUDGET OUTPUT: 000003 FACILITIES AND EQUIPMENT MANAGEMENT

The Commission plans to undertake the following under this Budget Output

- Upgrade 01 e-recruitment system.
- Deploy 01 e-recruitment system.
- Train 40,000 e-recruitment system Stakeholders and Users countrywide.



Staff members of ESC interacting with various stakeholders during the Commemoration of the 12th Africa Public Service Day (APSD) 2023.



Candidates submitting their application forms.

EMERGING ISSUES FROM VARIOUS STAKEHOLDERS' ENGAGEMENTS.

The Education Service Commission on a daily basis is engaged with several stakeholders including teachers, trainers of trainees, lecturers. Among others, the following are the concerns raised by stakeholders at the different engagements within FY 2022/23.

11.1 FACTORS AFFECTING TEACHER PERFORMANCE.

1. Lack or Poor staff accommodation.
2. No specified time on duty
3. Poor teacher management practices in schools, districts, and headquarters
4. Lack of role models to be emulated in providing quality outcomes (fitness for use)
5. Constant teacher transfers
6. Corruption by high education offices
7. Unethical behavior among teachers
8. Low level of accountability
9. Poor communication
10. Failure to identify people who genuinely have love for teaching.
11. Work overload (7 teachers per school) teaching all primary school subjects.
12. Indiscipline among students in school
13. Teaching in more than one school (mzungu parking)
14. Low teacher morale due to poor remuneration
15. Inadequate supervision of teachers by inspectors, head teachers among others because they are equally engaged in teaching.
16. Challenges in relation to ICT – teachers fail to register on TIMIS and students are ahead of teachers
17. Lack of patriotism on the side of teachers
18. Primary schools are underfunded so they need to hire Kiswahili teachers yet it's a compulsory subject.
19. Intimidation by head teacher and MoES officials because of their qualification
20. High costs of living
21. Sexual harassment from both bosses and colleagues
22. Family obligations affect work due to lack of accommodation.
23. Effectiveness in presenting subject matter. Need upgrading yet no funding and increased threat of job loss.

24. Teachers are highly indebted by money lenders.
25. Overcrowded classes
26. Poor school infrastructure so schools are affected by rain and sunshine causing abandonment of class.
27. Curriculum interpretation is a problem.
28. Limited capitation grant causing lack of teaching material.
29. Social media affects concentration.
30. Unfriendly government policies automatic subjects yet no teachers deployed for those subjects, compulsory promotion of UPE pupils.
31. Salary discrepancy between science and arts teachers
32. An extremely large number of learners visa vie the curriculum implementation methods.
33. Half-baked teachers coming from training schools.
34. Poor feeding of teachers
35. Absenteeism
36. The rewards and sanctions committee should balance their function.
37. Deletion from payroll without notice and explanation.
38. Salary deductions without explanation
39. Lack of financial discipline by teachers
40. Lack of clear criteria for teacher promotion

11.2 POLICY RECOMMENDATIONS AND CONCLUSIONS

Proposed strategies for empowering teachers and ensuring that education stakeholders play a more significant role in improving performance quality and wellbeing of teachers.

1. Capacity building should be provided to teachers to be able to manage the expected.
2. There is a need for the rewards and sanctions committee to be two eyed to see those to sanction and to reward. Strike a balance because there are many teachers performing.
3. By-laws need to be passed to regulate the morals of teachers in society.
4. Government should find out if teachers are computer literate before heading for the implementation of the Balanced Score Card as a performance evaluator for teachers.
5. The powers of head teachers need to be regulated to help eliminate intimidation and sensitization of teachers about their right and freedoms while at work.
6. There is need for awareness creation among the teachers to sensitize them on their rights and freedoms, the law and the governing education policies and regulations.

APPENDIX

APPENDIX 1: SUMMARY OF VOTE FINANCIAL PERFORMANCE FINANCIAL YEAR 2022-2023.

V1: Summary of Issues in Budget Execution

Table V1.1: Overview of Vote Expenditures (US\$ Billion)

	Approved Budget	Revised Budget	Released by End Q4	Spent by End Q4	% Budget Released	% Budget Spent	% Releases Spent
Recurrent Wage	2.884	2.892	2.884	2.404	100.0 %	83.0 %	83.4 %
Recurrent Non-Wage	6.509	6.690	6.690	6.666	103.0 %	102.4 %	99.6 %
Dev't. GoU	5.053	5.053	4.053	4.053	80.2 %	80.2 %	100.0 %
Dev't. Ext Fin.	0.000	0.000	0.000	0.000	0.0 %	0.0 %	0.0 %
GoU Total	14.446	14.635	13.627	13.123	94.3 %	90.8 %	96.3 %
Total GoU+Ext Fin (MTEF)	14.446	14.635	13.627	13.123	94.3 %	90.8 %	96.3 %
Arrears	0.013	0.013	0.013	0.013	102.0 %	101.8 %	100.0 %
Total Budget	14.459	14.648	13.640	13.136	94.3 %	90.8 %	96.3 %
<i>A.I.A Total</i>	0.000	0.000	0.000	0.000	0.0 %	0.0 %	0.0 %
Grand Total	14.459	14.648	13.640	13.136	94.3 %	90.8 %	96.3 %
Total Vote Budget Excluding Arrears	14.446	14.635	13.627	13.123	94.3 %	90.8 %	96.3 %

APPENDIX 2.2 REPORT ON DISTRICT SUPPORT SUPERVISION IN TESO, LANGO AND ACHOLI SUB-REGIONS.

This report entails proceedings of the dissemination of the report on Nationwide Validation and support Supervision meeting held in Teso, Acholi and Lango Sub-regions.

The dissemination meeting was conducted for two days at various venues in the Sub-regions.

The two-day meeting was attended by the political leadership including RDCs, CAOs, Mayors, as well as Head Teachers and Principals of secondary and tertiary Institutions, Secretaries, Chairpersons, and staff of the various District Service Commissions.

The purpose of the meeting was to disseminate the findings from the Nationwide Validation and Support Supervision and challenge participants to reflect on the findings in a bid to enhance educate service provision in both Secondary and Tertiary Institutions.

RECOMMENDATIONS AND WAY FORWARD

The following was the agreed recommendations and way forward during the two-day meetings.

- There is need for the MoES to always consult from the Head teachers at secondary schools to understand the staffing gaps before posting teachers.
- Need to gazette some districts as hard to reach areas and motivate teachers in hard-to-reach areas/schools.
- There is need to decentralize recruitment at the district level.
- Need to provide good infrastructure for staff (staff quarters).
- Improve communication between ESC, DSC and Head Teachers
- Conduct regular inspection, supervision, monitoring and reporting.
- DSC should be supported to carry out staff auditing annually.
- Enforcement of existing laws and policies. Policies should be consistent and implementable after sensitization (IPPS).
- Strengthen administration, supervision, and monitoring by school.
- Head teachers to report undisciplined staff to the district so that their salaries are withheld for some time. ESC should also delegate powers to the district service commission to handle errant teachers.
- Provide Counseling services to teachers with medical challenges.
- Need to prioritize funding for Human Resource Management departments in Districts.
- Need to properly plan for staff recruitment, deployment, and transfers.
- Need to strengthen data management systems on staffing.
- Need for regular sensitization of teachers on retiring on medical grounds.
- Need to emphasize mind set change programs amongst teachers in schools.
- Need to provide a scheme for medical insurance for teachers.
- Need to Collect health data of staff and conduct research on the issue of sick staff in schools.
- Recommend sick staff to responsible MDAs for further management.
- Regular supervision of the responsible stakeholders
- There is need to balance assignment of administrative roles.
- Lobby for scholarships for female teachers
- Increase female representation in key administration positions.
- Deliberate encouragement of female teachers to take on administration roles.
- Identify staffing gaps considering gender.

- Encourage staff development of female staff.
- There is need to continuously promote girl child education.
- Lango sub-region politicians should appeal to parliament for affirmative action in recruitment and deployments.
- There is need for ESC to conduct regular validation exercises after every 5 years.
- Adherence to scheme of service to handle issues of promotion.
- There is need for continuous Induction and capacity building for all newly posted staff to enable them to understand what they are mandated to do.
- There is need to develop projects that can generate extra income to the schools/ institutions.
- The government should address the issue of salary disparity among teachers.
- Upgrading centers should be brought closer to the region instead of closing the existing institutions.
- There is need to explicitly implement the scheme of service.
- Ministry of education should open more room for scholarships for teachers.
- There is need to regulate the policy on who should become a teacher.
- There is need to conduct mass appointment and confirmation of teachers.
- District Chairpersons and CAOs should be brought on board when such engagements take place to enable them take note of issues that concern their areas of jurisdiction.
- ESC pledged to facilitate the DSC in terms of transportation to supervise schools.
- DSC to write memorandums detailing all issues in the respective districts and submit to ESC to share with the Ministry.

PICTORIALS



Handing over the Inventory of Teaching and Non-teaching staff to Parliament Committee on Education and Sports



Training of Commission Staff on 21st Century Teachers.



Chairperson of the Commission meeting with the Inspectorate of government



The Commission Meeting with the IGG



The Commission Meeting with the IGG



The Commission Meeting with the IGG



Country-wide dissemination of validation report.



Country-wide dissemination of validation report.



Country-wide dissemination of validation report.



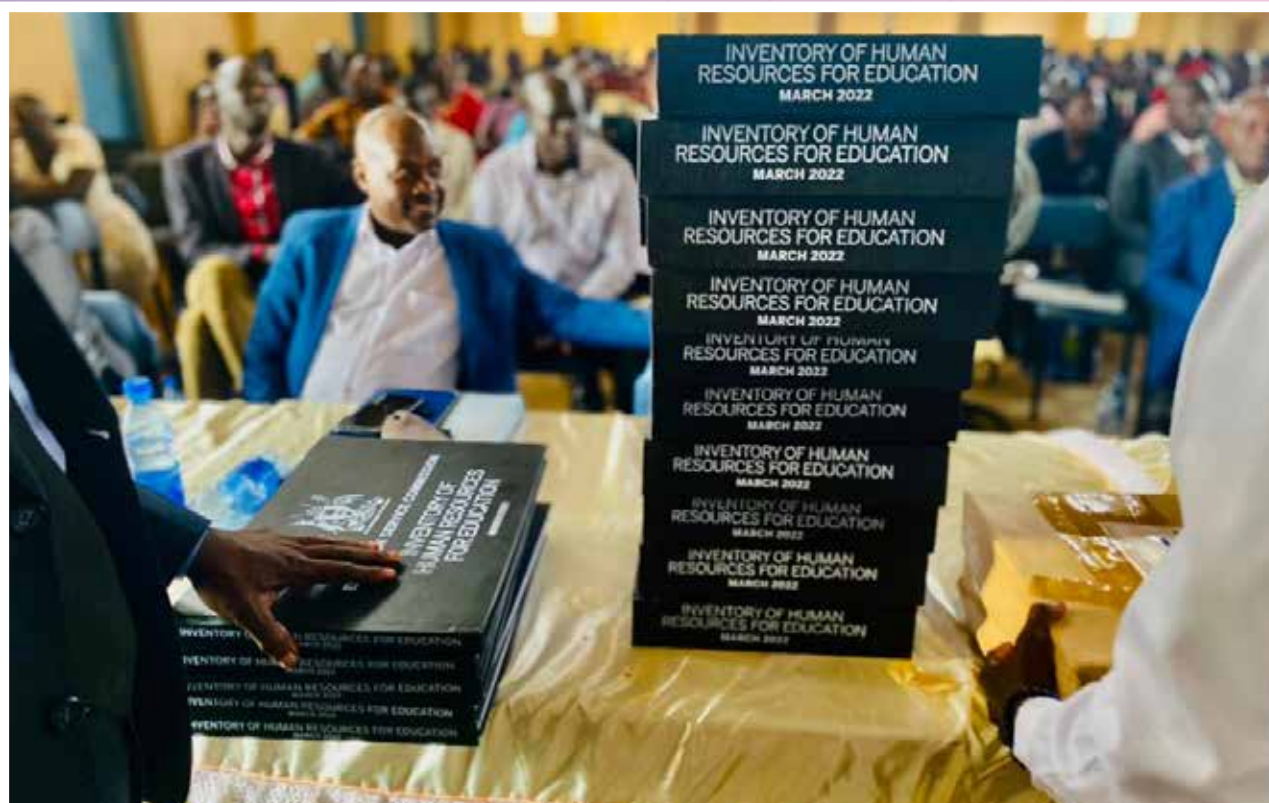
Training of Commission Staff on 21st Century Teachers.



Country-wide dissemination of validation report.



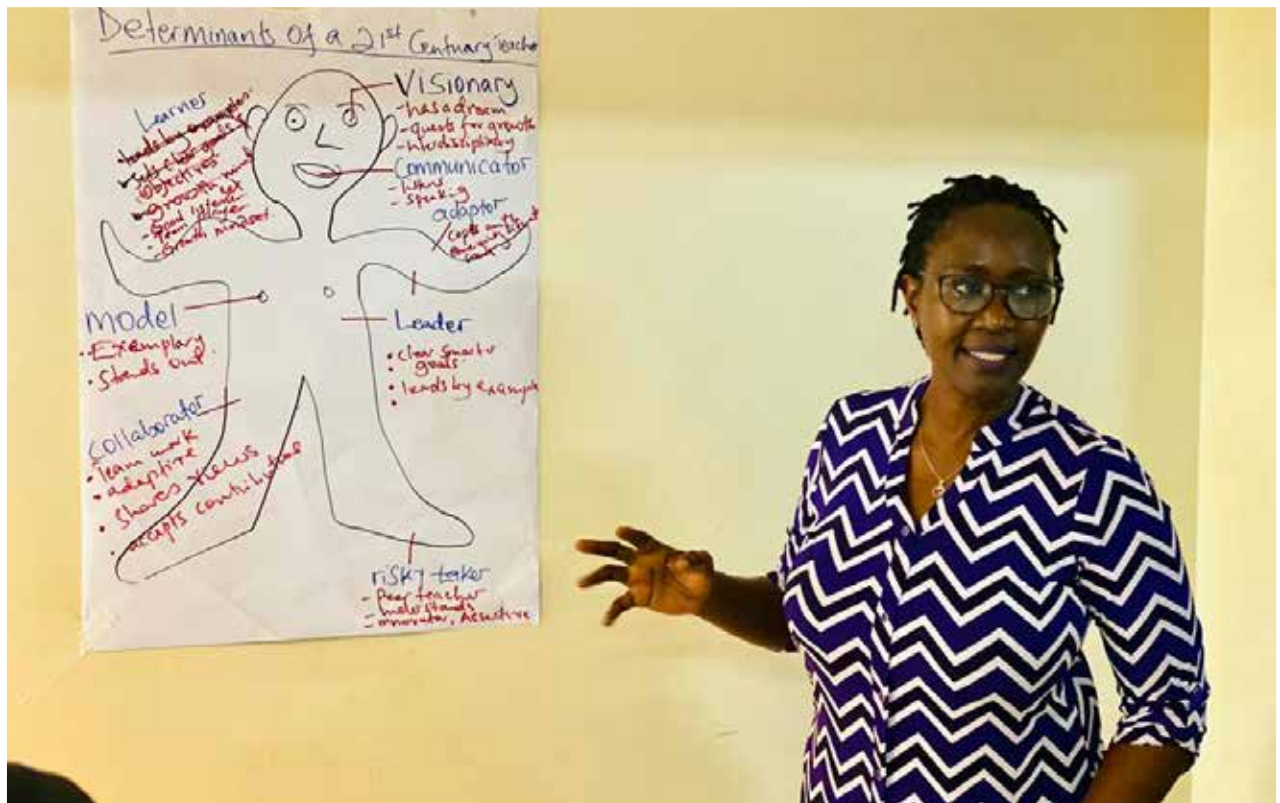
Country-wide dissemination of validation report.



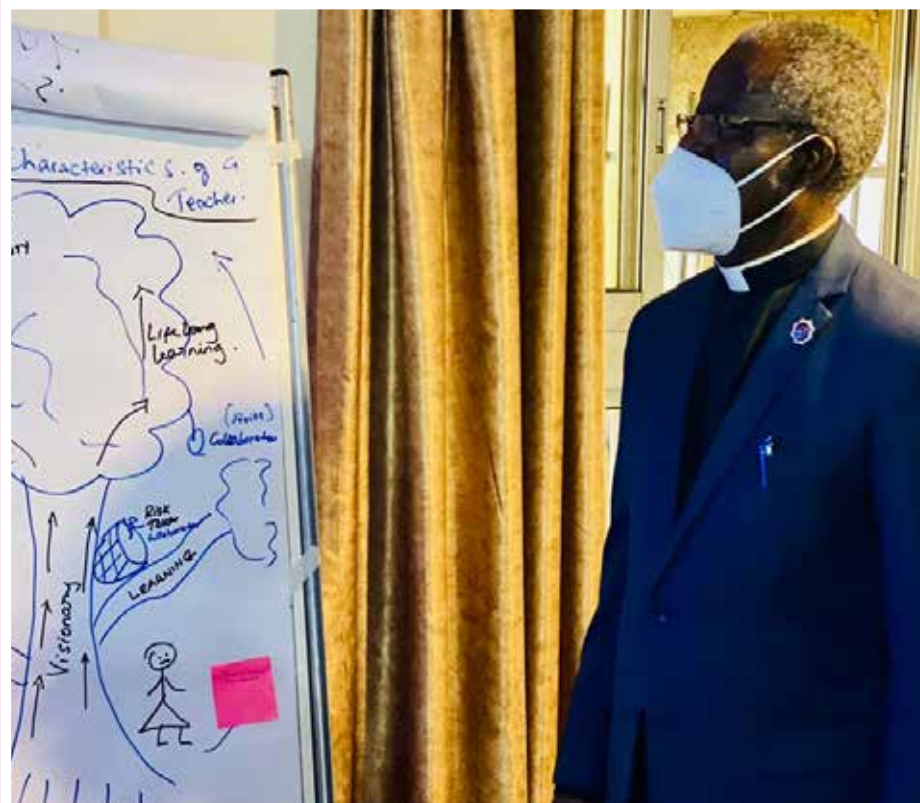
Country-wide dissemination of validation report.



Digital Strategy Training



Training of Commission Staff on 21st Century Teachers.



Training of Commission Staff on 21st Century Teachers.



Training of Commission Staff on 21st Century Teachers.



Digital Strategy Training



Country-wide dissemination of validation report.



Country-wide dissemination of validation report.



Staff members from F&A Department and ICT Unit of the Commission



Staff members from Secretarial Unit of the Commission



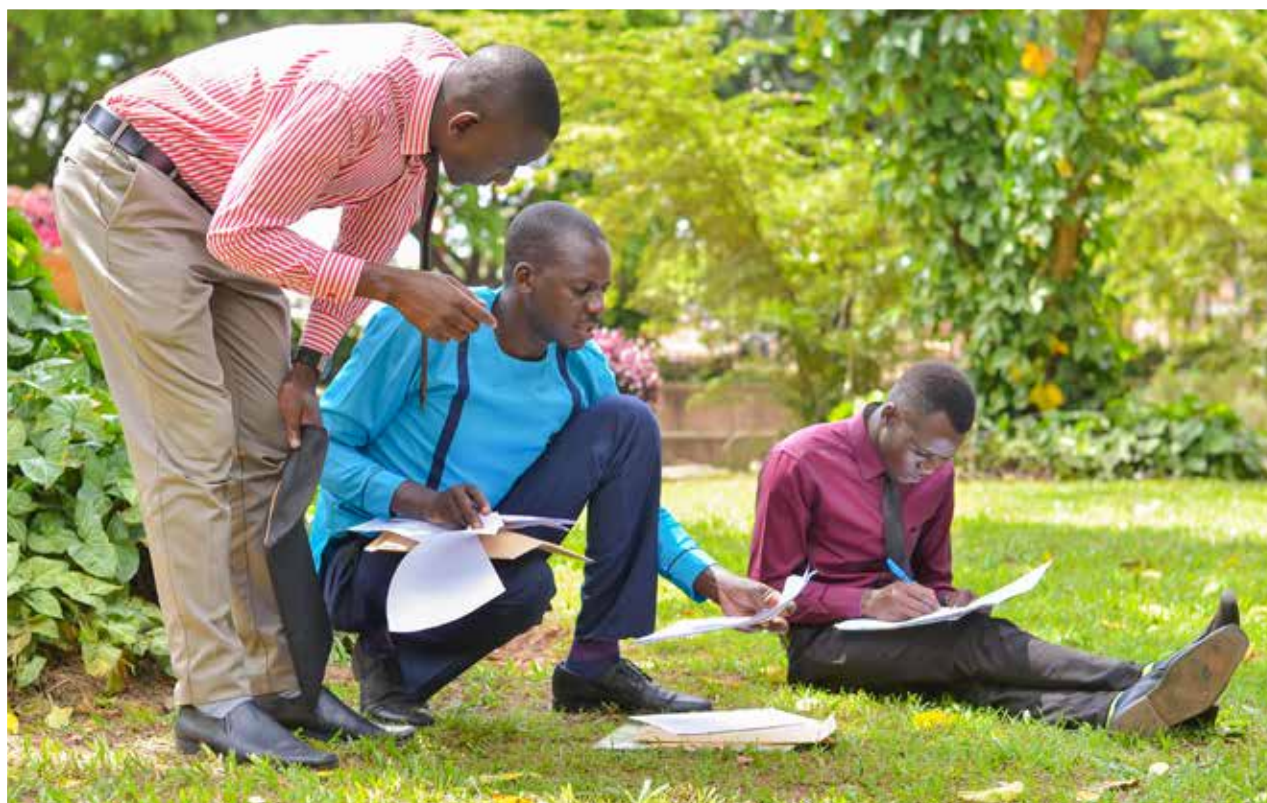
Human Resource Personnel of the Commission



Transport Officer and Drivers of the Commission



Staff members of the Commission participating in the 12th Africa Public Service Day (APSD) 2023



Teachers filling forms as they awaits submission of their application at KCCA ground in Kampala



REPUBLIC OF UGANDA

EDUCATION SERVICE COMMISSION

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