

VOTE: 146 Public Service Commission (PSC)

I. VOTE MISSION STATEMENT

To recruit, promote, and discipline Public Officers with integrity, fairness, and transparency in order to build a professional and effective Public Service.

II. STRATEGIC OBJECTIVE

- a) Ensure merit-based recruitment to build a competent and professional workforce
- b) Improve performance management for better service delivery and accountability
- c) Adopt digital tools to enhance efficiency and organisational capacity
- d) Enhance the institutional capacity of the Public Service Commission

III. MAJOR ACHIEVEMENTS IN 2025/26

a) Commenced the upgrade and roll out of the E-recruitment system to the District and City Service Commissions. Terms of Reference for upgrade of PSC e-recruitment system modules were developed to suit the Local Governments for roll out to 20 pilot sites in the District and City Service Commissions. An online survey on readiness of District and City Service Commission to adopt the online recruitment and Appeals Management Information System (ORAMIS) was conducted. A validation exercise of the data collected online from 31 Local Governments that indicated their readiness to adopt the Online Recruitment and Appeals Management Information System (ORAMIS) was conducted.

b) Conducted Performance audit in 26 Districts and 1 City as follows:- Arua City, Gulu, Arua, Soroti, Serere, Amuria, Moroto, Nakapiriprit, Napak, Mbarara, Kiruhura, Isingiro, Namayingo, Butaleja, Kibuku, Kisoro, Rubanda, Rukungiri, Bugiri, Tororo, Busia, Buikwe, Iganga, Mbale, Bukomansimbi, Lwengo, Sembabule.

c) Inducted 130 DSC Members in 33 Districts as follows:- Kiboga (5), Kyankwanzi (5), Wakiso (2), Nakasongola (5) Oyam (2), Apac (3), Luwero (5), Mbarara (5), Kyotera (5), Kabale (4), Manafwa (4), Bukedea (5), Kween (4), Bugiri (2), Namutumba (4), Namayingo (5), Tororo (5), Jinja (5), Kayunga (4), Iganga (4), Kibuku (5), Napak (5), Abim (3), Kumi (5), Nebbi (4), Zombo (5), Pader (3), Ibanda (4), Kiruhura (4), Bukomansimbi (5), Gomba (5), Rubirizi (4) and Lira (5).

d) Approved 110 Members of DSCs from 53 Districts as follows:- Gomba (2), Wakiso (1), Kabarole (4), Bunyangabu (1), Bukomansimbi (1), Maracha (2), Amuru (1), Kibaale (2), Kitgum (1), Mpigi (3), Kalungu (1), Kumi (1), Buvuma (1), Rubanda (5), Amuru (1), Iganga (1), Namayingo (2), Buliisa (2), Kakumiro (1), Buvuma (1), Bundibugyo (2), Yumbe (3), Rubirizi (1), Sheema (2), Mitooma (3), Rwampara (5), Kitagwenda (4), Oyam (3), Kikuube, (2), Luuka (4), Arua (1), Kagadi (4), Maracha (2), Lyantonde (4), Bugiri (2), Kalaki (3), Koboko (4), Isingiro (1), Manafwa (1), Buhweju (2), Katakwi (2), Amudat (3), Adjumani (2), Kalangala (1), Mpigi (1), Abim (1), Bududa (2), Bugweri (4), Kitgum (2), Namutumba (1), Omoro (1), Kween (1), Kyegegwa (2).

e) Absorbed 279 applicants under RAPEX into the respective Ministries; Appointed 365 applicants under the Graduate Recruitment Exercise; and 1,830 were appointed in other various categories including promotions and contract staff. The Graduate Recruitment Exercise General Aptitude tests were administered to 20,458 applicants out of the 30,259 shortlisted representing 68% attendance. In line with the PSC standard ration of 1:6 (vacancy: candidates) 2,340 candidates of those who sat the Aptitude tests were selected for consideration for the oral interviews to compete for 365 vacancies.

f) Secretaries from 26 Districts and one City were mentored as follows:- Namayingo, Iganga, Bugweri, Lira City, Lira, Alebtong, Kotido, Napak, Kaabongo, Namisindwa, Mbale, Butaleja, Oyam, Kole, Apac, Kyenjojo, Kyegegwa, Kikuube, Omoro, Abim, Otuke, Luwero, Bukomansimbi, Buikwe, Amolator, Kwanja and Dokolo.

g) Forty one (41) selection tests were developed and used to assess applicants for the different posts in the MDAs, Five (5) were General Aptitude and thirty six (36) competence tests.

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IV. MEDIUM TERM BUDGET ALLOCATIONS

Table 4.1: Overview of Vote Expenditure (Ushs Billion)

	2025/26		2026/27	MTEF Budget Projections				
	Approved Budget	Spent by End Dec	Budget Estimates	2027/28	2028/29	2029/30	2030/31	
Recurrent	Wage	3.742	1.614	4.772	5.010	5.261	5.524	5.800
	Non-Wage	17.929	7.747	22.250	25.587	26.866	32.240	38.688
Devt.	GoU	2.542	0.811	9.026	9.929	11.914	14.297	17.157
	Ext Fin.	0.000	0.000	0.000	0.000	0.000	0.000	0.000
GoU Total	24.213	10.172	36.047	40.526	44.042	52.061	61.644	
Total GoU+Ext Fin (MTEF)	24.213	10.172	36.047	40.526	44.042	52.061	61.644	
Arrears	0.263	0.000	0.000	0.000	0.000	0.000	0.000	
Total Budget	24.476	10.172	36.047	40.526	44.042	52.061	61.644	
Total Vote Budget Excluding Arrears	24.213	10.172	36.047	40.526	44.042	52.061	61.644	

VOTE: 146 Public Service Commission (PSC)**Table 4.2: Budget Allocation by Department for Recurrent and Development (Ushs Billion)**

<i>Billion Uganda Shillings</i>	Draft Budget Estimates FY 2026/27	
	Recurrent	Development
Programme:14 Public Sector Transformation	27.021	9.026
Vote Function:01 Public Service Selection and Recruitment	27.021	9.026
001 Guidance and Monitoring	8.278	0.000
002 Finance and Administration	14.572	9.026
004 Selection Systems Department (SSD)	4.172	0.000
Total for the Vote	27.021	9.026

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V. PERFORMANCE INDICATORS AND PLANNED OUTPUTS

Table 5.1: Performance Indicators

Programme: 14 Public Sector Transformation

Vote Function: 01 Public Service Selection and Recruitment

Department: 001 Guidance and Monitoring

Key Service Area: 000049 Recruitment services

PIAP Output: District/City Service Commissions fully constituted and functional

Programme Intervention: 141112 Strengthen efficiency of District/City Service Commissions

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of District/City Service Commissions fully constituted	Number	2023/24	95	106
Number of District/City Service Commissions monitored in the implementation of their mandate	Number	2023/24	0	80

PIAP Output: Transparency and accountability mechanisms for DSC operations established

Programme Intervention: 141112 Strengthen efficiency of District/City Service Commissions

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of District/City Service Commission Members on whom integrity checks have been undertaken	Number	2023/24	0	200
Number of District/City Service Commissions on which Performance Audits conducted	Number	2023/24	25	80

PIAP Output: Disciplinary cases promptly concluded with complete submissions

Programme Intervention: 141112 Strengthen efficiency of District/City Service Commissions

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of disciplinary cases concluded	Number	2023/24	70	70

PIAP Output: Appeals promptly concluded

Programme Intervention: 141112 Strengthen efficiency of District/City Service Commissions

VOTE: 146 Public Service Commission (PSC)**Vote Function: 01 Public Service Selection and Recruitment****Department: 001 Guidance and Monitoring****Key Service Area: 000049 Recruitment services****PIAP Output: Appeals promptly concluded**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of appeals cases concluded	Number	2023/24	48	58

PIAP Output: Guidance on Recruitment and Selection Procedures provided**Programme Intervention: 143111 Strengthen recruitment in MDAs and LGs**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of District/City Service Commissions Guided on Recruitment and Selection Procedures	Number	2023/24	32	43

PIAP Output: Approved Recruitment Plans of MDAs and LGs implemented as submitted**Programme Intervention: 143111 Strengthen recruitment in MDAs and LGs**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of vacancies declared within the financial year filled	Number	2023/24	1305	1310

PIAP Output: E- Recruitment system fully upgraded and rolled out to MDAs and LGs**Programme Intervention: 143111 Strengthen recruitment in MDAs and LGs**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of District/City Service Commissions whose recruitment processes are digitised	Number	2023/24	0	40
Number of MDAs using the E-recruitment system	Number	2023/24	0	13

Department: 002 Finance and Administration**Key Service Area: 000001 Audit and Risk Management****PIAP Output: Internal audit undertaken****Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

VOTE: 146 Public Service Commission (PSC)**Vote Function: 01 Public Service Selection and Recruitment****Department: 002 Finance and Administration****Key Service Area: 000001 Audit and Risk Management****PIAP Output: Internal audit undertaken**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of Internal Audit reports prepared and submitted to Management per vote	Number	2023/24	4	4

Key Service Area: 000004 Finance and Accounting**PIAP Output: Financial Management undertaken****Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
No. of financial reports prepared and submitted to relevant authorities by vote	Number	2023/24	3	3

Key Service Area: 000005 Human Resource Management**PIAP Output: Staff salaries and related costs paid****Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Percentage of staff whose salaries have been processed by 28th of every month	Percentage	2023/24	100%	100%

PIAP Output: Human Resources managed**Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Percentage of staff supported to undertake their roles and responsibilities by vote	Percentage	2023/24	100%	100%

Key Service Area: 000006 Planning and Budgeting services**PIAP Output: Planning and budgeting undertaken****Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

VOTE: 146 Public Service Commission (PSC)**Vote Function: 01 Public Service Selection and Recruitment****Department: 002 Finance and Administration****Key Service Area: 000006 Planning and Budgeting services****PIAP Output: Planning and budgeting undertaken**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of planning and budget statutory reports produced and submitted	Number	2023/24	4	8

Key Service Area: 000007 Procurement and Disposal Services**PIAP Output: Procurement and Disposal Services coordinated****Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
No. of procurement and disposal reports prepared by vote	Number	2023/24	4	4

Key Service Area: 000011 Communication and Public Relations**PIAP Output: Communication and Public Relations Coordinated****Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
No. of media engagements conducted per vote	Number	2023/24	4	4

Key Service Area: 000013 HIV/AIDS Mainstreaming**PIAP Output: Cross cutting issues mainstreamed****Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
% compliance with environment and climate change per vote	Percentage	2023/24	0%	60%
% compliance with gender and equity for PSC	Percentage	2023/24	60%	67%
% of HIV/AIDS interventions undertaken per vote	Percentage	2023/24	0%	100%

VOTE: 146 Public Service Commission (PSC)**Vote Function: 01 Public Service Selection and Recruitment****Department: 002 Finance and Administration****Key Service Area: 000013 HIV/AIDS Mainstreaming****PIAP Output: Cross cutting issues mainstreamed**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of Medical Camps conducted per vote	Number	2023/24	0	1

Key Service Area: 000014 Administrative and Support Services**PIAP Output: Administration strengthened****Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Employee satisfaction with administrative support services per vote	Percentage	2023/24	0%	65%

PIAP Output: Property Management Expenses and utilities paid**Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Facilities and equipment maintained	Percentage	2023/24	100%	100%

PIAP Output: Leadership and management strengthened**Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Frequency of top management monitoring visits to MDAs/LGs or projects, disaggregated by sector or program.	Number	2023/24	4	4

Key Service Area: 000015 Monitoring and Evaluation**PIAP Output: M&E undertaken****Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

VOTE: 146 Public Service Commission (PSC)**Vote Function: 01 Public Service Selection and Recruitment****Department: 002 Finance and Administration****Key Service Area: 000015 Monitoring and Evaluation****PIAP Output: M&E undertaken**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
No. of Monitoring and evaluation reports prepared by Vote	Number	2023/24	2	2

Key Service Area: 000019 ICT Services**PIAP Output: Information and communication technology uptake enhanced****Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Percentage of staff supported in ICT	Percentage	2023/24	100%	100%

Key Service Area: 000075 Registration Services**PIAP Output: Records Management coordinated****Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
No. of mails received, processed and dispatched per vote	Number	2023/24	200	4200

Department: 004 Selection Systems Department (SSD)**Key Service Area: 390026 Development of Selection tools****PIAP Output: Effectiveness of recruitment system assessed****Programme Intervention: 142114 Strengthen Public service reforms**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of efficacy studies undertaken on the recruitment system	Number	2023/24	0	1

PIAP Output: Competence-based recruitment systems instituted in the Public Service**Programme Intervention: 143111 Strengthen recruitment in MDAs and LGs**

VOTE: 146 Public Service Commission (PSC)

Vote Function: 01 Public Service Selection and Recruitment

Department: 004 Selection Systems Department (SSD)

Key Service Area: 390026 Development of Selection tools

PIAP Output: Competence-based recruitment systems instituted in the Public Service

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of applicants sitting for Graduate Recruitment Exercise (GRE)	Number	2023/24	1700	25000
Number of Competence Based Recruitment tools developed	Number	2023/24	94	160
Number of District/City Service Commissions supported in administration of recruitment and Selection examinations	Number	2023/24	26	86
Number of jobs with competence profiles	Number	2023/24	53	160
Number of MDAs supported in administration of recruitment and Selection examinations	Number	2023/24	10	20

Project: 1893 Institutional Development of Public Service Commission

Key Service Area: 000003 Facilities and Equipment Management

PIAP Output: Institutions retooled

Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Required equipment installed by vote	Number	2023/24	500	25

Key Service Area: 000015 Monitoring and Evaluation

PIAP Output: Institutions retooled

Programme Intervention: 146111 Enhance Institutional Coordination and Administrative Efficiency

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Required equipment installed by vote	Number	2023/24	500	25

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VI. VOTE NARRATIVE

Vote Challenges

a) Inadequate Funding: The resource envelope of the Commission is too low to Inadequate Office Space: The Commission is constrained with office space for its workforce. Farmers House, the building that houses the Commission, has limited or no space for expansion as it is shared by three Institutions - Ministry of Trade, Industry and Cooperatives, and Education Service Commission.

b) Limited Transport Fleet: The Commission transport fleet is still below the required numbers to conduct full supervision of all the District and City Service Commissions. Majority of the Commissions fleet is due for replacement.

Plans to improve Vote Performance

1) Train and roll out the E-recruitment system to fifteen (15) District Service Commissions and five (5) City Service Commissions.

2) Fill one thousand three hundred and ten (1,310) vacant positions in MDAs and LGs.

3) Verify academic documents of all successful applicants at entry and promotional levels in the Uganda Public Service.

4) Sensitise four thousand one hundred ninety two (4,192) District Councillors on recruitment and selection processes and Guidelines of Members to D/CSCs.

5) Review Public Service Commission Regulations and guidelines, and Business Process Manual.

6) Review Recruitment and Deployment Guidelines for Persons With Disabilities (PWDs).

7) Administer Competence Examinations and other General Aptitude assessments to eighty six (86) D/CSCs and twenty (20) MDAs.

8) Develop and review one hundred and sixty (160) Job Competence Profiles.

9) Develop sixty (60) selection instrument/items; sets of in-tray; and work sample assessment items to update the exam bank.

VII. Off Budget Support and NTR Projections

Table 7.1: Off Budget Support by Project and Department

N/A

VOTE: 146 Public Service Commission (PSC)**Table 7.2: NTR Projections(Uganda Shillings Billions)**

Revenue Code	Revenue Name	FY2025/26	Projection FY2026/27
142202	Other fees e.g. street parking fees	0.000	0.000
Total		0.000	0.000

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VIII. PERSONNEL INFORMATION

Table 8.1: Staff Establishment Analysis

Title	Salary Scale	Number of Approved Positions	Number of filled Positions
Monitoring and Evaluation Officer	U4	1	0
Office Supervisor	U4 LW	1	0
Principal Economist	U2 UP	1	0
Principal Selection Systems Development Officer	U2 LW	1	0
Senior Selection Systems Development Officer	U3 LW	1	0

VOTE: 146 Public Service Commission (PSC)**Table 8.2: Staff Recruitment Plan**

Post Title	Salary Scale	No. Of Approved Posts	No. Of Filled Posts	No. Of Vacant Posts	No. Of Posts Cleared for Filling FY2026/27	Gross Salary Per Month (UGX)	Total Annual Salary (UGX)
Monitoring and Evaluation Officer	U4	1	0	1	1	940,366	11,284,392
Office Supervisor	U4 LW	1	0	1	1	798,535	9,582,420
Principal Economist	U2 UP	1	0	1	1	1,527,241	18,326,892
Principal Selection Systems Development Officer	U2 LW	1	0	1	1	1,291,880	15,502,560
Senior Selection Systems Development Officer	U3 LW	1	0	1	1	990,589	11,887,068
Total					5	5,548,611	66,583,332