



Republic of Uganda
UGANDA PRISONS SERVICE

REPORT REVIEW OF THE UPS STAFF STRUCTURE

Augut 2024

Table of Contents

1.	Background to the Assignment.....	1
2.	The Assignment.....	1
3.	Terms of references.....	1
4.	Key changes in the proposed structure.....	2
5.	Proposed Macro Structure For Uganda Prisons Service	7
6.	Summary after the review	8

1. Background to the Assignment

In 2026, Cabinet approved the Uganda Prisons Staff Structure with an approved staff establishment of 49,470 staff including 37,631 uniformed officers of various ranks and qualifications, 11,839 non uniformed staff, 06 directorates with 23 departments and currently, this structure is filled upto 29.1%.

Following the Top Management meeting held on 20th June, 2022 and 28th September, 2023 under Minute 506/06/2022 and Minute 513/09/2023 respectively, it was resolved that the current Staff structure approved in 2016 by Ministry of Public Service needed to be reviewed to incorporate new Ranks which were introduced in 2023 including Senior Commissioner of Prisons (SCP), Senior Assistant Superintendent of Prisons (SASP), Lance Corporal (LCPL), Medical, Science, and Professionals posts for uniformed staff, new nomenclature, eliminate redundancies, and taking into account the recommendations from the Salary review and emerging concerns of the Service like the Prisons Engineering Gang.

2. The Assignment

The Commissioner General of Prisons (CGP) assembled a multidisciplinary team of officers to undertake the review of the staff structure. The team was tasked to assess the existing structure and proposal changes to be made while putting in mind the issues raised by Top Management as well as issues related to scientists and other professionals whose positions are not well reflected in the existing structure.

3. Terms of references

The terms of references of the assignment included;

- i) Provide for Medical, Science and Professional positions to cater for uniformed staff (Senior officers and Principal Officers).
- ii) Incorporate newly created ranks of SCPs, SASPs and Lance Corporals while working within the same number of staff as approved in 2016.
- iii) Provide for career progression especially in the Science & Professional positions.
- iv) Optimize staffing levels based on work load, competence facility needs, and eliminate redundant positions.
- v) Incorporate emerging concerns of the Service E.g Prisons Engineering Gang, Presidential Directives (production of furniture, staff children schools, etc), and any other.

4. Methodology of the Assignment

The assignment was carried out through review of the relevant literature and documents. These included circulars from the Ministry of Public Service (MoPS) in respect of salary and payroll management, UPS HRMIS Reports, the payrolls generated from Integrated Personnel Payment System (IPPS, UPS approved structure of FY2016/2017, review of Public Service Payroll guideline. Discussions were also made by the committee.

TABLE 1: SUMMARY OF CIRCULARS FROM MINISTRY OF PUBLIC SERVICE

Circular	Description/Explanation
Circular Standing Instruction No.3 of 2010	Created a new salary scale band (SC) to cater for recruitment and retention of scientists. These include Medical, Engineering, Survey and Architecture, Natural Resource Management, Computer Science/ICT, Statistics, Production, Production and Transport .
Circular Standing Instruction No.1 of 2015	Changed the salary category of Human Resource from Administrative/general duty to Professional cadre
Circular Letter 1 of 2017	Clarified that categorisation is based on key functions of the job and qualifications. Therefore, a staff must have the required science qualifications

Circular	Description/Explanation
	and deployed in a respective science field to qualify to be considered as a science
Public Service Circular No.2 of 2018	<p>Categorisation of Research as a science: Research personnel entitled to earn a salary in the science band are those whose fields of research belong to the science categories. These include Medical, Engineering, Survey and Architecture, Natural Resource Management, Computer Science/ICT, Statistics, Production, Production and Transport.</p> <p>In addition, the circular clarified that such personnel MUST be qualified in a respective science field and performing duties related to their respective field of qualification</p>
Instruction No.1 of 2022	Requires health workers in scales U7, U6, and U5 under UPF, UPS and UPDF to be paid according to schedule 6 of the salary structure.
Circular standing instruction No1. of 2023	Introduced additional salary structure for legal professionals under Uganda Police Force for FY2022/2023

5. Key changes in the proposed structure

5.1. Staff Numbers

Staff Establishment Numbers reduced from **49,470** to **49,448** as shown in the table below:

Category	2016 Approved Structure	Proposed Structure	Staff in post -2024
	Number of Staff		
Uniformed	37,090	38,410	13,871
Non-Uniformed	8,775	2,438	511
Non-Uniformed/ Uniformed	3,605	8,600	
Grand Total	49,470	49,448	14,382

5.2. Changes in the Macro Structure

The reviewed structure maintained six directorates; increased departments by **one (01)** from **23** to **24** departments; and increased divisions from **55** to **64** through new creations and elevations; as shown in the table below:

Table 5.2: Changes in the Macro Structure

Catergory	Approved 2016	Proposed Structure	Remarks
Directorates	6	6	Maintained
Departments	23	24	a) Elevated Planning from a divison under F&A b) Created Political Commissariat c) ICT Department transferred from Directorate of CCA to Directorate of Administration d) Merged 2 departments: Policy Development and Research & Innovation departments to Research & Policy Development department
Divisions	55	64	a) Created 05 Divisions: i. Political Education & mobilization and Patriotism & Youth Affairs under the Department of Political Commissariat

Catergory	Approved 2016	Proposed Structure	Remarks
			<ul style="list-style-type: none"> ii. Engineering Gang under the Department of Estates and Engineering iii. Professional Standards under the department of Inspectorate & Quality Assurance iv. Prisons Command & Staff College under Prisons Academy & Training School <p>b) Elevations (04):</p> <ul style="list-style-type: none"> i. Internal Audit and Procurement and Disposal unit under the department of Finance & Administration from units ii. Legal Affairs Unit under Legal Affairs & Human rights department to the Legal Advisory Services Division iii. Merged Human Rights Education & Information Unit and Human Rights Monitoring & Investigation Unit to form the Human Rights division. <p>c) Transfers:</p> <ul style="list-style-type: none"> i. Planning & Budgeting from Finance and Administration to planning department; ii. Prisons Information Management System Division transferred to the Planning department and nomenaclature changed to Statistics division <p>d) Net Works & Software Applications and Prisons Information Management System divisions merged to form Technology and ICT Innovations division under the department of Information & Comm. Technology</p>

5.3. Changes in the Administrative Units

SN.	Level	Current	Approved 2016	Proposed Structure	Remarks
1	Regional Prisons Administration	19	16	22	The increase includes the already existing 03 Prisons Regions of North Central, Iganga and Kooki
2	Districts Prisons Administration	54	112	70	
	Total	73	128	92	

5.4. Change in Prison Stations

SN	Prisons Stations	Current	Approved -2016	Proposed	Remarks
1	Maximum Security Prisons	2	3	3	
2	Mini Maxi Security Prisons	1		4	Provided for Mini Max Security Prisons Staff Structure (04) including the Kitalya Mini Maxi and the 3 proposed at Mbarara, Lugore and Soroti
3	High Security Prisons	36	35	36	
4	Medium Security Prison	63	71	107	
5	Open Prisons		18		Eliminated from the Security level classification.
6	Low Security Prisons	94		50	

SN	Prisons Stations	Current	Approved -2016	Proposed	Remarks
	Prison Farm Structure				
1	Large Prison Farms (High Security)	14	35	20	
2	Medium Prisons Farms (Medium Security)	11	71	16	
3	Small Prison Farms	45	48	50	
Total		266	281	281	Maintained same number of Units as the Approved in the 2016 Staff Structure

5.5. Changes in the Prisons Health Structures

SN.	Category	Approved 2016 Numbers	Proposed Structure Numbers	Remarks
5.5.1	Medical Structure			
1	Murchison Bay Prisons National Referral Hospital	01	01	Elevated to a Prisons National Referral Hospital with a staff establishment of 1,123 staff headed by Senior Commissioner of Prisons at the level of Deputy Senior Executive Consultant.
2	General Hospital	02	02	02 General Hospitals each with a staff establishment of 339 Health at 2 Maximum Security Prisons
3	Health Centre IV	15	07	Seven (07) Health Centre IV s each with a staff establishment of 115 Health workers including Senior Medical Superintendent / Senior Superintendent of Prisons (Medical) as an In- Charge at: i) 1 Maximum Security Prisons (Women) ii) 4 Mini Max Security Prisons
4	Health Centre III	11	38	38 Health Centre III each with a staff establishment of 29 Health workers including Medical Superintendent / Superintendent of Prisons (Medical) as the In Charge at: i) 20 Large Farms (High Security) ii) 18 High Security Prisons
5	Clinic Level II	30	123	123 Clinic Level II each with a staff establishment of 7 Health workers including an Assistant Nursing Officer as the In Charge at: i)16 Medium Prisons Farms (Medium Security) ii)107 Medium Security Prisons
6	Academy Staff College Health Clinic [Unit]	01	01	Placed at Prisons Training School with a staff establishment of 7 staff including Medical Officer/Senior Assistant Superintendent of Prisons (Medical) as the In charge
7	VHT (Clinic level I)		100	100 Clinic Level 1 with a staff establishment of 2 Health Workers at: i) 50 Small Prisons Farms (Low Security) ii) 50 Low Security Prisons

5.6. Other Changes

SN.	Category	Approved 2016 Numbers	Proposed Structure Numbers	Remarks
5.5.2	Staff Children Schools	0	11	Staff Children Education Section placed under GAWS (4 Staff Children Primary Schools, 4 Staff Children Secondary Schools and 3 Staff Children Tertiary & Vocational Schools)
5.5.3	Industrial production Staff Structure transferred from Stations to prisons Headquarters	-	-	This is the bid to separate production enterprises from rehabilitation programs

5.7. Incorporation of newly created ranks of SCPs, SASPs and Lance Corporals

Newly created ranks of SCPs (08), SASPs (591) and Lance Corporals (7,752) were incorporated in the proposed structure while working within the same number of staffs as approved in 2016.

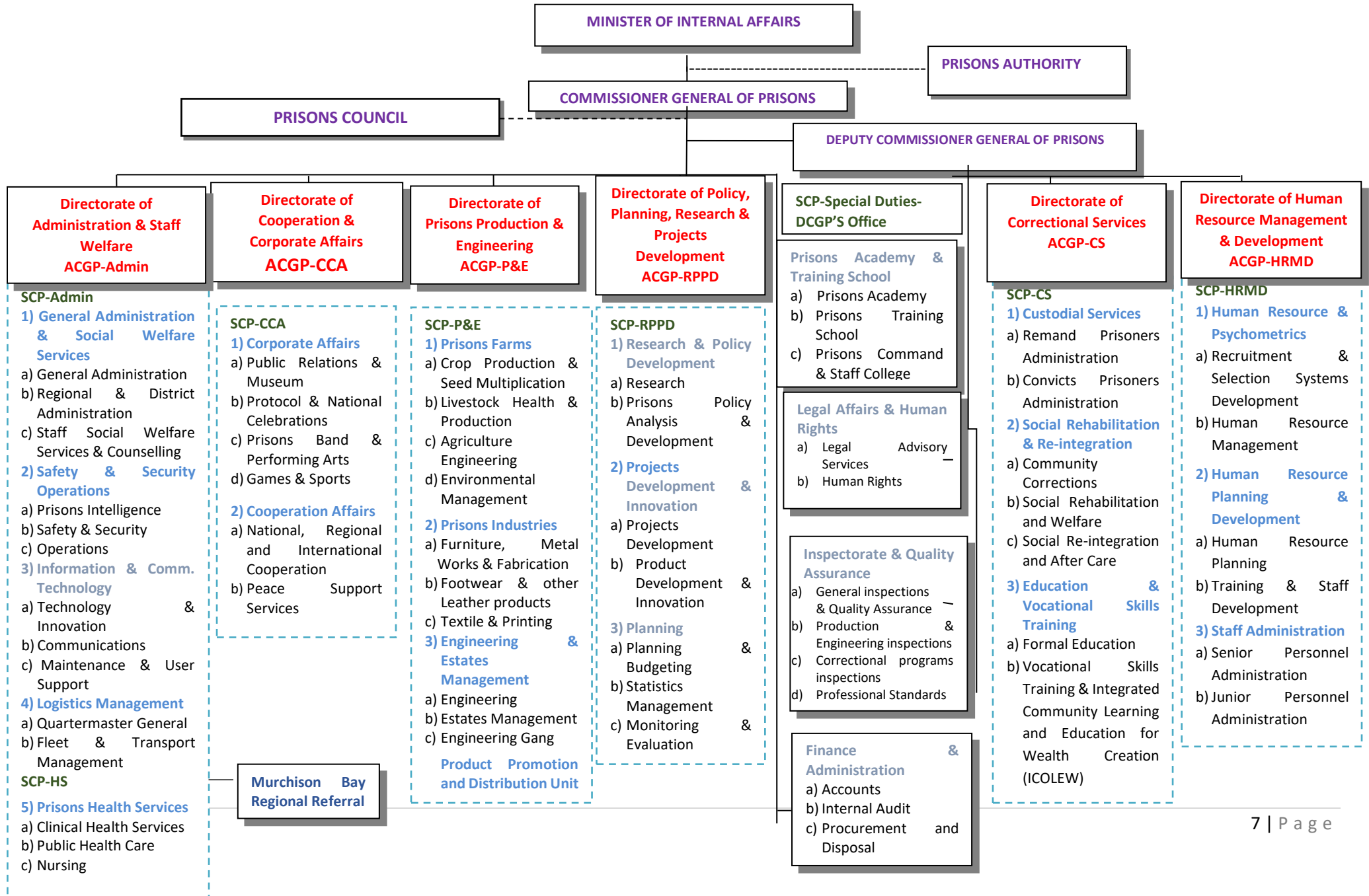
Rank	2016 Approved Structure No.	2024 Proposed Structure	2023 Staff in post
1) Commissioner General of Prisons (CGP)	1	1	1
2) Deputy Commissioner General of Prisons (DCGP)	1	1	1
3) Assistant Commissioner General (ACGP)	6	6	6
4) Senior Commissioner of Prisons (SCP)		8	3
5) Commissioner of Prisons (CP)	20	21	19
6) Assistant Commissioner of Prisons (ACP)	52	72	22
7) Senior Superintendent of Prisons (SSP)	298	236	48
8) Superintendent of Prisons (SP)	394	375	131
9) Senior Assistant Superintendent of Prisons (SASP)		591	41
10) Assistant Superintendent of Prisons (ASP)	661	913	368
11) Principal Officer I (PO I)	846	1,035	312
12) Principal Officer II (PO II)	1,510	1,481	539
13) Chief Warder/Wardress I (CH/WDR I)	1,014	889	299
14) Chief Warder/Wardress II (CH/WDR II)	1,225	1,169	392
15) Chief Warder/Wardress III (CH/WDR III)	1,350	1,761	753
16) Sergeant Warder /Wardress (SGT/WDR)	6,536	5,383	1,811
17) Corporal Warder /Wardress (CPL/WDR)	9,071	6,757	3,110
18) Lance Corporal (L/CPL)		7,752	1,006
19) Warder/Wardress (WDR)	14,105	9,959	5,009
Uniformed	37,090	38,410	13,871

5.8. Provision of Other Uniformed Professionals and Custodial Health Workers

Non-Uniformed Officers reduced from 11,695 to 2,438 Staff,

Rank	2016 Approved Structure No.	2024 Proposed Structure No.	Medical / Custodial Health Workers	2024 Staff in post
Non-Uniformed	11,695	2,438	43	511
i. NUS	2,874	808		123
ii. NUJ	8,821	1,630	43	388
Non-Uniformed/ Uniformed	1,426	8,600	4,611	-
Senior-	159	3,620	1,271	-
i. NUS/CP		1		
ii. NUS/ACP	2	108	103	
iii. NUS/SSP	28	274	126	-
iv. NUS/SP	41	823	216	
v. NUS/SASP	-	762	177	
vi. NUS/ASP	88	1,652	649	
Junior-	1,267	4,980	3,297	
i. NUJ/PO I	311	1,106	779	
ii. NUJ/PO II	548	1,975	796	
iii. NUJ/CH/WDR I	3	36	36	
iv. NUJ/CH/WDR II	1	50	50	
v. NUJ/CH/WDR III	5	73	73	
vi. NUJ/SGT/WDR	295	271	166	
vii. NUJ/CPL/WDR	51	173	159	
viii. NUJ/L/CPL	-	479	470	
ix. NUJ/WDR	53	817	768	

6. Proposed Macro Structure For Uganda Prisons Service

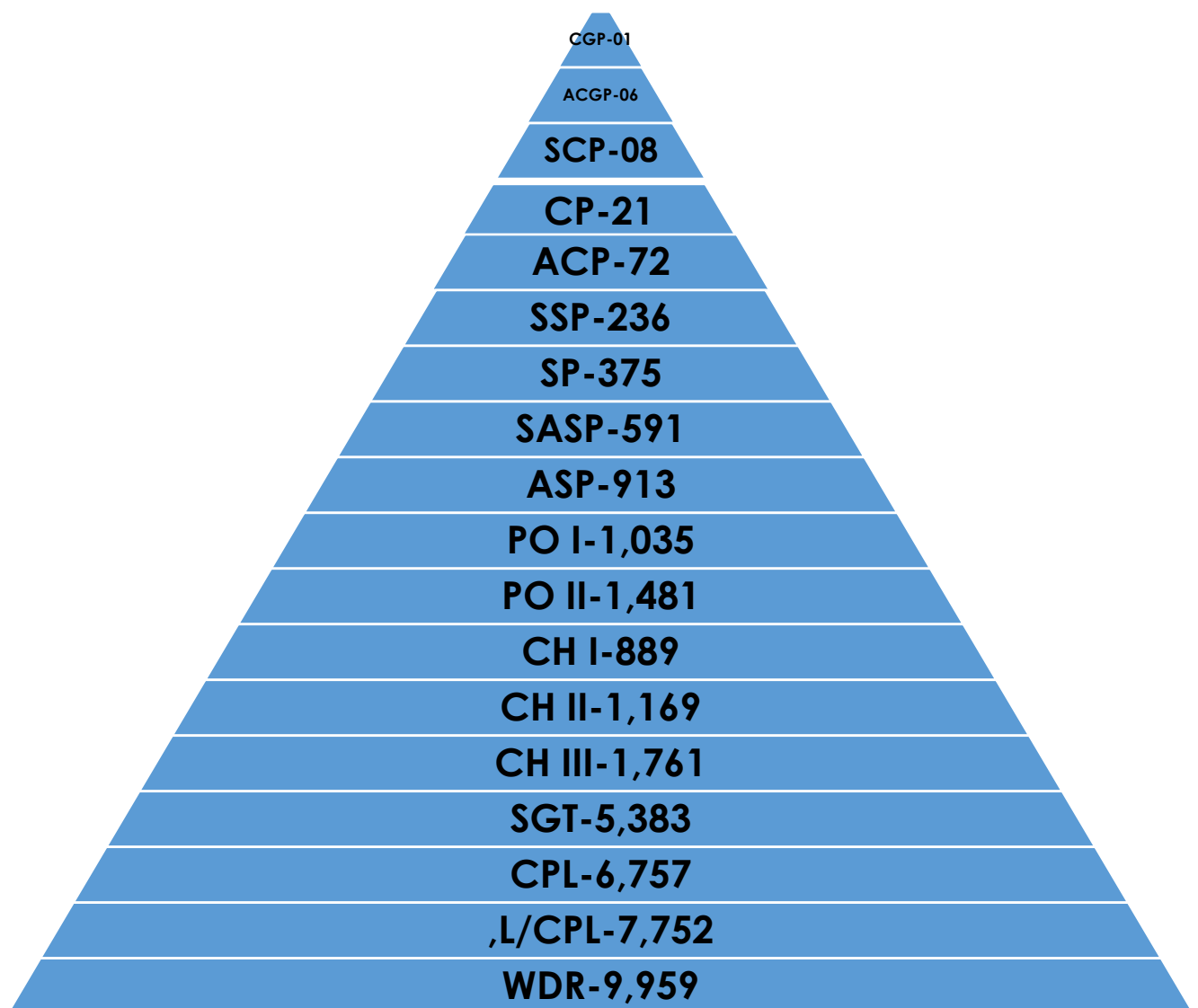


7. Summary after the review

7.1. Approved Staff 2016 Vs Proposed 2024 Vs Inpost Staff

Category	2016 Approved Structure	Proposed Structure	In post
	Number of Staff		
Uniformed	37,090	38,410	13,871
CGP	1	1	1
DCGP	1	1	1
ACGP	6	6	6
SCP		8	3
CP	20	21	19
ACP	52	72	22
SSP	298	236	48
SP	394	375	131
SASP		591	41
ASP	661	913	368
PO I	846	1,035	312
PO II	1,510	1,481	539
CH/WDR I	1,014	889	299
CH/WDR II	1,225	1,169	392
CH/WDR III	1,350	1,761	753
SGT/WDR	6,536	5,383	1,811
CPL/WDR	9,071	6,757	3,110
L/CPL		7,752	1,006
WDR	14,105	9,959	5,009
Non-Uniformed	11,695	2,438	511
Non-Uniformed -Senior	2,874	808	123
Non-Uniformed -Junior	8,821	1,630	388
Non-Uniformed/ Uniformed	1,426	8,600	
Senior	156	3,620	
Junior	1,267	4,980	

7.2. Pyramid Chart-Uniformed Staff



7.3. Staff Numbers per Directorate and Department

Directorate	Department	APPROVED -2016 No.	2023 Proposed No.	Annual Salary (2023 Proposed)
CGP	CGP Office	35	35	325,170,372
	US(F&A)	74	66	585,994,560
CGP Sum		109	101	911,164,932
DCGP	DCGP Office	6	23	362,053,848
	I&QA	28	62	604,961,244
	Legal	20	55	705,675,012
	PATS	319	505	5,641,599,648
DCGP Sum		373	645	7,314,289,752
ADMN.	ACGP-ADMN.	4	18	315,771,516
	SSO	230	634	4,965,343,380
	GAWS	46,792	43,771	474,110,749,752
	SAC	36	88	687,048,300
	ICT	69	85	2,719,358,340
	LM	67	79	1,006,731,000
	PHS	20	25	951,572,184
	M/Bay Regional Referral Hospital		1,123	55,998,339,108
ADMN. Sum		47,218	45,823	540,754,913,580
CS	ACGP-CS	4	12	119,371,656
	CS	39	48	423,596,448
	EVST	75	53	1,138,986,228
	R&R	67	58	579,856,500
CS Sum		185	171	2,261,810,832
CCA	ACGP-CCA	4	12	119,655,684
	CA	564	633	5,005,234,032
	NRIC	30	36	347,921,340
	PPD	4	69	590,780,976
CCA Sum		602	750	6,063,592,032
HRM	ACGP-HRM	4	12	119,164,536
	HRM	44	78	663,143,208
	HRPD	21	39	590,594,424
HRM Sum		69	129	1,372,902,168
PE	ACGP-PE	4	12	361,610,616
	E&E	103	475	5,835,574,848
	FM	60	135	3,055,182,864
	IND	662	1,034	13,843,504,140
PE Sum		829	1,656	23,095,872,468
RPPD	ACGP-RPPD	4	12	122,849,280

Directorate	Department	APPROVED -2016 No.	2023 Proposed No.	Annual Salary (2023 Proposed)
	PD/M&E	37	36	623,766,936
	PU	7	85	1,505,514,444
	RP&I	37	40	377,995,272
RPPD Sum		85	173	2,630,125,932
Grand Total		49,470	49,448	584,404,671,696

7.4. Staff Numbers per Administrative Units

Deployment Place	APPROVED - 2016 No.	2023 Proposed No.	Remarks
PATS	319	505	
Region	575	2,837	Placed a Prisons National Referral Hospital
PHQTRS	2,402	4,512	
District	1,054	859	
Maximum Security Prison Stations	1,221	1,371	
Mini Maxi Security Prison Stations		2,945	Provided for a Structure of 4 Mini Max Security Prisons
High Security Stations	10,581	10,210	
Medium Security Prison Station	10,934	14,652	
Low Security Prisons		1,450	
Large Prison Farms	5,387	3,759	
Medium Prisons Farm	11,147	2,448	
Small Prison Farms	5,184	3,900	
Open Security Prison Stations	666		
Grand Total	49,470	49,448	